



Il-Wegħda tal-partecipazzjoni

Il-Partecipazzjoni u t-Tagħlim Soċjali tal-Knisja

Stress u l-Partecipazzjoni

Industrial Relations Review

Education and Research in Support  
of African Worker Democracy

Member Participation in a Worker Coop

Developments Elsewhere

gabra  
ta' tagħrif  
dwar  
il-partecipazzjoni  
tal-haddiema  
u relazzjonijiet  
industrijali  
lokali u  
internazzjonali

# perspettivi perspettivi perspettivi

Marrug  
miċ-Centru  
ghall-Iżvilupp  
tal-Partecipazzjoni  
tal-Haddiema  
- Università ta' Malta

Harga Numru 6  
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# WORKERS' PARTICIPATION DEVELOPMENT CENTRE NEWSLETTER

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Ghanijiet tal-WPDC : Li jghin fl-izvilupp tal-partecipazzjoni tal-haddiem fix-xoghol u fis-socjeta', permezz ta' servizz ta' taghlim, ricerka u konsultazzjoni fil-qasam tar-relazzjonijiet industrijali.

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## EDITORJAL

### IL - MISSJONI NATURALI TAGHNA

Il-problemi fid-dinja tax-xoghol u tar-relazzjonijiet industrijali ma jongsu gatt. Dan johrog car mir-rapporti u kummenti li nipubblikaw f'kull harga ta' din ir-rivista edukattiva. Meta nkunu mitlufin fuq ix-xoghol, ghaddejjin minn problema ghall-ohra, facilment nistghu nitilfu l-'perspettivi' taghna u ma narawx fejn irridu naslu.

Il-holqien ta' ambjent tax-xoghol aktar demokratiku jibqa' l-oghla perspettiva taghna. Li l-haddiema jissiehu fid-decizjonijiet kollha li jolqtuhom fuq ix-xoghol u fis-socjeta jibqa' jedd li l-haddiema ghandhom jiksbu. Dan il-jedd sahaq fuqu, fost affarijiet ohra, il-Qdusija Tieghu l-Papa Gwanni Pawlu II meta dan l-ahhar zar il-gzejjer Maltin u kellem lill-haddiema:

"Il-haddiema huma s-suggett ta'drittijiet u dmirijiet. Nies li jahdmu, specjalment haddiema dipendenti, ghandhom dritt li jigu ttrattati ta' li huma, rgiel u nisa hielsa u risponsabbli, msejihin biex ikollhom sehem fid-decizjonijiet li ghandhom x'jaqsmu ma' hajjithom". (1)

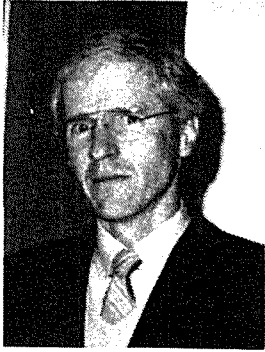
Il-Papa tkellem dwar iz-zjara tieghu f'pajjizna f'udjenza li kellu fil-Vatikan nhar it-30 ta' Mejju: "Minkejja c-cokon taghha", gal il-Papa, " Malta hija pajjiz b'importanza internazzjonali kbira. Il-qaghda geografika taghha iffavoriet il-laggha ta' kulturi u idjomi differenti. Illum ukoll Malta ghadha thaddan din il-vokazzjoni ta' medjazzjoni fost il-gnus tal-bahar Mediterran kollu. Nittama li hija taghraf tissokta f'din il-missjoni naturali taghha..." (2)

Din ir-riflessjoni ghandha taghmlilna l-kuragg: Anki fejn tidhol il-partecipazzjoni, pajjizna gharaf juri toleranza u ma bezax jesperimenta. Fil-kuntest generali ta' ekonomija mhallta, rajna esperimenti b'kumitati tax-xoghol, self-management, haddiema diretturi, koperattivi tal-haddiema, involviment ta' trade unions fit-tehid ta' decizjonijiet. Anki fis-settur privat hemm xi inizjattivi favur koperazzjoni u komunikazzjoni akbar bejn haddiema, management u sidien. Ir-rizultat mhux dejjem gab il-frott mixtieq u certu esperimenti gew abbandunati. Pero m'ghandna gatt nabbandunaw il-hegga li naghmlu l-post tax-xoghol ahjar milli hu.

Din wkoll hija il-missjoni naturali taghna.

(1): *Pietru fil-Gzira ta' Pawlu*, Vol.2, Malta, Media Centre, 1990, p.35

(2): *Ibid.*, p.79.



*Prof. Christopher Eaton Gunn, ghallem fl-Ekonomija f'Hobart & Williams Smith Colleges, Geneva, New York u awtur ta' kotba dwar il-partecipazzjoni tal-haddiema, zar Malta bejn it-12 u l-24 ta' Marzu 1990 fuq stedina ta' l-American Center. Iz-zjara tieghu, li kienet kordinata mid-WPDC, kienet okkazjoni biex Gvern, unions, partiti u ghaqdiet ohra jiddiskutu l-qaghda u l-prospetti tal-partecipazzjoni f'Malta. Hawnhekk qed ingibu sintezi bil-Malti ta' lecture li Prof. Gunn ta lill-istudenti fl-Universita:*

## IL-WEGHDA TAL-PARTECIPAZZJONI TAL-HADDIEMA

### Christopher Eaton Gunn

Dahla

Illum xtaqt nitkellem dwar il-weghda tal-partecipazzjoni u allura ser nirreferi ghal esperjenzi ta' self-management u kif din il-forma ta' organizzazzjoni ta' xoghol hija marbuta ma' bidliet u riforma socjali. Ser nitkellem kif bidla socjali ghall-ahjar tiddependi hafna mill-kuntest li fih isehhu esperimenti u esperjenzi ta' partecipazzjoni mill-haddiema. Dan ghaliex il-kuntest jinfluwenza hafna jekk dawn l-esperjenzi jispicaww isolati jew inkella jservu bhala hmira ghal transformazzjoni fis-societa. U allura ser nipparaguna zewg pajjizi, l-Istati Uniti u l-Izvezja, u fl-ahhar nikkonkludi b'referenza ghal kaz ta' Malta.

L-Istati Uniti

X'inhi n-natura tar-relazzjonijiet industrijali fl-Istati Uniti? F'sens ekonomiku u fejn jidhlu r-relazzjonijiet bejn min ihaddem u min jahdem, il-kaz huwa wiehed ta' kapital b'sahthu u haddiem dghajjef, ghal bosta ragunijiet storici. Indikazzjoni ta' dan huwa li madwar 17% biss tal-haddiema amerikani huma msiehba fi trejd unjions u aktarx li din hija l-aktar figura baxxa fost il-pajjizi ndustrijalizzati. Din ir-rata ta' shubija tinsab fit-triq tan-nizla speccjalment bil-bidliet strutturali fl-ekonomija amerikana li sehew dan l-ahhar. Dawn il-bidliet affetwaw l-aktar daww l-industriji fejn it-trejd unjions l-aktar li kellhom sahha. U ghal dawn l-ahhar ghoxrin sena, l-ekonomija amerikana soffriet bosta taqlib, l-aktar minhabba l-politika ta' ekonomija miftuha li thaddan. Ir-rati tal-profitti dan l-ahhar naqsu u f'dan it-taqlib, il-kapital irnexxilu jfassal mill-gdid il-qafas ekonomiku b'tali mod li l-haddiem spicca aktar dghajjef milli kien qabel.

Hemm xi forom interessanti ta' partecipazzjoni tal-haddiema fl-Istati Uniti. L-esperjenzi huma limitati ghal kumpaniji partikulari u numru minn dawn huma koperattivi tal-haddiema. L-aktar maghruf huma l-grupp tal-koperattivi tal-Plywood li ilhom jezistu ghal xi 70 sena. Madwar 15-20% tal-prodott nazzjonali amerikan fil-plywood huwa prodott minn dawn il-koperattivi. Kull wahda minnhom ghandha madwar 200 - 300 haddiem. Fil-bliet nsibu koperattivi ohra tat-taxis, u fil-kampanja nsibu wkoll koperattivi ghat-tahwil tas-sigar.

Dawn l-esperjenzi, u ohrajn bhalhom huma forma ta' worker self-management fejn il-bazi tal-kontroll tal-kumpanija qeghda f'idejn dawk li jahdmu fiha. Self-management huwa process kollettiv fost dawk li jiddeciedu li jorganizzaw ruhhom f'qafas demokratiku biex iwettqu bicca xoghol u joperaw fis-sug tal-prodotti u tas-servizzi fuq bazi awtonoma. Il-qafas demokratiku jipprotegi d-drittijiet ta'dawk li jahdmu f'dawn il-kumpaniji.

Il-partecipazzjoni tal-haddiema taqa' bejn zewg mudelli ta' tmexxija: Il-mudell normali fejn il-kontroll huwa f'idejn min ghandu l-propjeta, u l-mudell l-iehor fejn l-forma ta' kontroll hija fuq bazi ta' hidma, kif insibu fis-self-management. Fil-fatt, bosta sistemi ta' partecipazzjoni gew introdotti minn managers u diretturi, mhux mit-trejd unjons. Hafna drabi anzi nsibu li t-trejd unjons jiddefendu s-sistema antika ta' "ahna u huma". Jibzghu li l-unjon ma jibqaghliex post bhala negozjatur wara l-introduzzjoni tal-partecipazzjoni. L-istatistika izda turi li aktar ma' l-unjons jirnexxihom itejbu pagi u kundizzjonijiet tax-xoghol, aktar il-kapital kien jiccaqlaq u jinvesti f'post iehor. La l-unjons u wisq anqas il-Gvern ma seta' jzomm milli dan isehh.

### Volvo fl-Izvezja

Ezempju differenti ta' kif il-unjons laqghu l-partecipazzjoni huwa l-kaz tal-kumpanija tal-karozzi VOLVO fl-Izvezja. Hemm instabet alternattiva fejn il-haddiem u min ihaddem stinkaw flimkien u sabu soluzzjoni li taqbel iz-zewg nahat u li zzomm il-kumpanija kompettittiva; sistema li ma ttellifx il-livell tas-sengha (skill) tal-haddiem u fl-istess hin ma twaqqghux ghal sistema ta' assembly line li timponilu certu rutina fix-xoghol. Fasslu flimkien procedura fejn il-haddiem beda jirrepeti l-istess bicca xoghol kull 20 minuta flok kull 2 minuti. Aktar tard, ciklu ta' xoghol beda jdum sa 3 sieghat u sadanittant il-karozza tibda ddrur u tingaleb ghall-kumditata tal-haddiem. Dan naqqas l-istrapazz u ghamel aktar facli r-rotation bejn il-haddiema stess.

Grupp ta' haddiema sar responsabbli aktar tal-karozza li qed tinhadem b'din is-sistema. Kull grupp ta' haddiema beda jiddeciedi hu kif iqassmu l-leave u l-vaganzi, min jaghmel liema xoghol, min imissu jnaddaf. Flok supervisors ghandhom koordinaturi. Biddlu l-hinijiet tax-xoghol, holqu 7 shiftijiet u b'hekk il-fabbrika tkun miftuha dejjem bis-Sibt u l-Hadd b'kollox.

Il-kumpanija Volvo issa qed tgawdi minn rata baxxa ta' assentizmu, turnover baxx ta' haddiema, kwalita tajba u produttivita gholja. Il-haddiema huma anqas aljenati ghax ix-xoghol taghhom issa jaghtihom aktar identita u sodisfazzjon. Huma jiffirmaw isimhom fuq il-makna tal-karozza li jlestu.

### U Malta?

L-Istati Uniti u Volvo fl-Izvezja ghalhekk joffru zewg soluzzjonijiet ghal kif pajjiz jista' jirrejjagixxi fi zmien ta' tibdil. F'Malta, nistghu nghidu li l-qasam tax-xoghol huwa organizzat tajjeb hafna, t-trejd unjons ghadhom b'sahhithom u l-kundizzjonijiet tax-xoghol tajbin. Il-glidiet fl-imghoddi kienu kbar u kulhadd ghadu jsemmihom. Izda huwa mportanti li nharsu 'l quddiem biex jekk jista' jkun naghrfu kif ghandna ninbidlu maz-zmenijiet.

21 ta' Marzu 1990

## DISSERTATIONS IPPRESENTATI MINN STUDENTI TAD-DIPLOMA

### FIL-LABOUR STUDIES

*It-tieni grupp ta' studenti li waslu biex itemmu d-Diploma Course in Labour Studies (1987-90) dan l-ahhar ipprezentaw id-dissertations taghhom. Hawnhekk qeghdin ingibu l-ismijiet ta' dawn il-progetti li gew imwettqa taht supervizjoni. Min jirtieq jista' jikkonsultahom fl-ufficju tal- WPDC fl-Universita:*

Charlie Attard	The Purpose and Need of a Trade Union Youth Movement: A Case Study
Joyce Azzopardi	Training our Future Workforce for a Participatory Society: Focus on the Maltese Educational System
Leslie Bonnici	Leadership and the Work Ethic: The Chargeman Role at Malta Drydocks
Paul Borg	Is there an ideal type of Management?
Carmen Camilleri	The Work Ethic of the Maltese Worker in the context of Economic Cycles
Joseph Caruana	Management minghajr Management: Il-Kaz tal-Haddiema Tax-Xatt
Charles Cassar	Female Attitudes to Work and their relation to the Social Context
Edward D'Agostino	The Civil Service as an optimum post for Career Women
Nunzio R. Darmanin	Determining the Leadership Style in the context of the Work Ethic: A Case Study of a Parastatal Organization
Alex D. Falzon	Sources of Factors influencing Employee Motivation: A Case Study
John Grech	State Policy and the Work Ethic in Malta
Alfred Micallef	Foreman Perceptions of Management at Malta Drydocks
Marianne Sladden	Aspects of the Social Environment which affect the full advancement of Women in Social Life
Josephine Sultana	Night Shift Work for Women and the Trade Union Response
Anna Xuereb	A Comparative Study of the Work Ethic among employees in the Services and Manufacturing Sectors
Manwel Zahra	Effects of New Technology on the Worker: A Case Study
Alphonse Zammit	The Diploma Course in Labour Studies: A Critical Evaluation
Louis Zammit	Safety and the Work Ethic: A Case Study

*Fid-dawl taz-zjara pastorali storika f'pajjizna tal-Qdusija Tieghu l-Papa Gwanni Pawlu t-Tieni, qeghdin noffru lill-qarrejja ta' Perspettivi artiklu li jezamina t-tagħlim soċjali tal-Knisja fil-qasam tal-partecipazzjoni tal-haddiema, miktub apposta minn Dun Angelo Seychell. Dun Ang dan l-aħhar wettaq it-traduzzjoni bil-Malti ta' ktejjeb li jismu Zammejniah Mohbi li jigbor u jispjega fil-qosor it-tagħlim soċjali tal-Knisja Kattolika.*

## **IL-PARTECIPAZZJONI FUQ IL-POST TAX-XOGHOL: X'JGHID IT-TAGHLIM SOCJALI TAL-KNISJA**

**Dun Ang Seychell**

Erbghin sena wara l-enciclika Rerum Novarum - l-ewwel dokument importanti tat-tagħlim soċjali tal-Knisja Kattolika f'dawn l-aħhar mitt sena-jigifieri fl-1931, il-Papa Piju XI kien diga wasal għall-konkluzjoni li l-haddiema fuq il-post tax-xogħol tagħhom jinhtieg li jinghatalhom sehem izjed responsabbli.

### **PIJU XI**

Fl-enciclika tieghu Quadrogesimo Anno, Piju XI jistqarr din il-fehma tieghu: "Inhossu li jaqbel izjed mal-kundizzjonijiet prezenti tal-hajja soċjali jekk il-kuntratt tax-xogħol jittaffa kemm jista' jkun, b'elementi mislufa mill-kuntratt ta' shubija".

Din l-ideja - li min ihaddem u min jahdem iqisu lil xulxin bhala shab - ma baqghetx għajta fid-dezert. Bdiet tidwi f'diversi nahat tal-Knisja izda l-izjed fil-Germanja, fejn fost Kattolici bdiet tinfirex l-ideja tal-kodeterminazzjoni, jigifieri li d-decizjonijiet li għandhom x'jaqsmu mal-post tax-xogħol jittiehdu mis-sidien u mill-haddiema flimkien. Wara t-tieni gwerra dinjija, din l-ideja tal-kodeterminazzjoni giet fil-fatt imwettqa fl-imprizi ta' l-azzar u tal-faham fil-Germanja Federali. Mhux talli hekk, imma tant bdiet tintghogob fost il-haddiema li diversi waslu biex ighidu li din ix-xorta ta' partecipazzjoni mhux biss kienet haga mehtiega izda wkoll jedd tal-haddiem. Qamet kontroversja kbira fil-Kungress tal-Kattolici Germanizi li sar f'Bochum fl-1949 u li fih intqal bhala konkluzjoni li l-kodeterminazzjoni hija "jedd naturali".

### **PIJU XII**

Il-kontroversja tant hraxet li waslet sa Ruma u l-Papa Piju XII izjed minn darba ndahal fiha biex jiccara l-affarijhiuet. F'diskors li għamel lill-Kungress Internazzjoni ta' Studji Soċjali fl-1950, il-Papa stqarr li "la natura tal-kuntratt tax-xogħol u lanqas ta' dak ta' l-intraprizza ma jhaddan bilfors xi jedd ta' din ix-xorta". il-Papa ma kienx qed jiehu posizzjoni kontra l-ideja tal-partecipazzjoni: Hu ried ighid li din l-ideja tkun

accettabli (u allura tassew tahdem u tkun ta' gid) jekk u meta iz-zewg nahat jaqblu bejniethom u minn rajhom li jaslu ghal dan l-arrangement.

Ghalhekk, fi zmien il-Papa Piju XII, l-ghajta tal-partecipazzjoni, ghalkemm baqghet tissemma' fil-Knisja, kienet tinhass xi ftit dghajfa. Kienet tidher bhallikieku xi rakkomandazzjoni. L-akbar inkoraggiment favur il-partecipazzjoni minn Piju XII sar fl-1956, sentejn qabel mewtu, f'direttivi li baghat fl-okkazjoni tal-Gimgha Socjali tal-Kattolici Taljani: "Sensibilita socjali qawwija ghandha twassal lil dawk direttament risponsabbli ghat-tmexxija tal-intrapriza biex jippermettu politika mtejba ta' qsim fil-qliegħ kif ukoll ta' partecipazzjoni dejjem akbar min-naha tal-haddiem fil-hajja, fir-responsabilitajiet u fil-beneficcjii proporzjonali ta' l-intrapriza".

#### GWANNI XXIII

Il-partecipazzjoni nghatat l-akbar attenzjoni fit-tagħlim socjali tal-Knisja fi zmien il-Papa Gwanni XXIII (1958-63). Dan il-Papa kien influwenzat hafna minn Monsignor Pietro Pavan, Professur tat-teologija morali fl-Universita tal-Lateran, f'Ruma, u espert tat-tagħlim socjali tal-Knisja. Din l-influwenza tidher cara fl-enciclika Mater et Magistra li Gwanni XXIII hareg fl-1961, eghluq is-sebghin anniversarju tar-Rerum Novarum.

F'dan id-dokument, il-Papa jezamina l-kwistjoni kollha tal-partecipazzjoni mill-gdid: "Bhall-predecessuri tagħna, ahna konvinti li hija legittima x-xewqa tal-haddiema li jieħdu sehem fil-hajja tad-ditta li timpjegahom ... Il-bniedem ghandu jithalla jagħti sehem fl-organizzazzjonijiet tal-hidmiet produktivi li fihom ghandu parti" ... Ma ghandu jkun hemm xejn fl-istruttura ta' ditta li "jxellef il-ponta ... tas-sens ta' responsabilita tal-haddiem" jew iccaħħdu mill-"inizjattiva personali tieghu ... Il-haddiem jinhtieg li jsemma' leħnu; hu ghandu jithalla jieħu sehem fit-tmexxija u fl-izvilupp ta' l-intrapriza". Gwanni XXIII jfakkar fi stqarrija ohra ta' Piju XII: l-funzjoni ekonomika u socjali li kull bniedem irid jaqdi tagħmilha haga mixtieqa li l-ezercizzju tal-hidma ta' kull wieħed ma jkunx għal kollox suggett għall-awtorita ta' haddieħor". Skond Gwanni XXIII, il-partecipazzjoni ma tagħmilx hsara lit-tmexxija soda tad-ditta: "Mingħajr dubju, fl-istess hin li nagħtu attenzjoni xierqa lir-rispett misthoq lid-dinjita tal-bniedem, kull intrapriza għandha zomm d-direzzjonin wahdaniya meħtiega biex timxi sew. Madankollu, bl-ebda mod ma jfisser li dawk li jigu jahdmu jum wara l-ieħor għandhom jitqiesu bhallikieku semplici idejn siekta, bla ebda possibilta li jagħtu parir jew jaqsmu l-esperjenzi tagħhom, u għal kollox passivi quddiem id-decizjonijiet li għandhom x'jaqsmu mal-hatriet tagħhom u ma' l-organizzazzjoni tax-xogħol tagħhom".

- Il-Qagħda tal-Haddiema
- Il-Bini mill-Gdid ta' l-Ordni Soċjali
- Ir-Reliġjon Nisranija u l-Progress Soċjali
- Il-Knisja fid-Dinja ta' Llum
- Dwar Xogħol il-Bniedem



## Komunita u Natura tal-Bniedem

Ghal Gwanni XXIII, il-partecipazzjoni hija għodda siewja biex fuq il-post tax-xogħol tinholoq komunita: "Dawk li għandhom x'jaqsmu imisshom ifittxu li jibdlu l-intrapriża f'komunita vera ta' bnedmin. L-ispirtu ta' din il-komunita għandu jolqot fil-fond ir-rabtiet, il-hidmiet u d-dmirijiet ta' kull wieheċ u wahda mill-membri tagħha".

Izda hemm raguni oħra, mportanti daqs din ta' qabel, għala għandha tidhol il-partecipazzjoni fuq il-post tax-xogħol: l-istess natura tal-bniedem: "Meta wieheċ jagħti lill-haddiema funzjonijiet iżjed importanti f'ditta, ikun qed jaqdi l-htigijiet tan-natura tal-bniedem". Skond dan il-Papa, il-partecipazzjoni, mela, ma kenitx xi semplici xewqa geġja minn xi cirkostanza iżda bzonn tan-natura umana. Għalhekk zied iġid li l-partecipazzjoni "taqbel bis-shih mal-progress li qed isehh bhalissa fl-ekonomija, fil-hajja soċjali u politika".

Dan it-tagħlim dwar il-partecipazzjoni fl-enciklika Mater et Magistra kellu eku wiesa ma'war il-Knisja. Kienu bla għadd l-isqfijiet li fl-ittri pastorali tagħhom komplew jishqu fuq l-ideja ta' partecipazzjoni. U fil-gasam soċjali u ekonomiku, kienu diversi l-mexxejja tal-movimenti tal-haddiema u l-ekonomisti li nteressaw irwiehhom f'dak li kienet qed tghid il-nisja dwar dan is-suggett.

## Koncilju Vatikan II

Il-posizzjoni ta' Gwanni XXIII inżammet imbagħad fit-Tieni Koncilju Vatikan. il-paragrafu 68 tad-dokument Il-Knisja fid-Dinja ta' Llum jitkellem hekk dwar il-partecipazzjoni:

"Fl-intrapriži ekonomiċi fejn hemm persuni li qed jahdmu flimkien, jigifieri bnedmin hielsa u ndipendenti mahluqin xbieha t'Alla. Għalhekk il-partecipazzjoni attiva ta' kull wieheċ fit-tmexxija ta' l-intrapriża għandha tkun inkoraggjata. Din il-partecipazzjoni għandha tithaddem f'modi determinati kif jixraq. Trid tqis il-funzjoni ta' kull persuna, kemm jekk hi ta' propjeta, kiri, management jew hidma. Trid tahseb għall-għaqda mehtiega fix-xogħol ... Madankollu, decizjonijiet li għandhom x'jaqsmu ma' kondizzjonijiet ekonomiċi u soċjali, li minnhom jiddependi l-gejjieni tal-haddiema u ta' wliedhom, aktarx li sikwiet jittiehdu mhux fi hdan l-intrapriża nfisha imma minn istituzzjonijiet fuq livell oghla. Għalhekk, il-haddiema għandu jkollhom sehem ukoll fil-kontroll ta' dawn l-istituzzjonijiet, hekk personalment jew b'delegati eletti liberament".

## GWANNI PAWLU II

U l-Papa prezenti fl-enciklika Laborem Exercens (1981) jitkellem fuq il-partecipazzjoni fis-sens ta' ko-propjeta: magħmula bejn min jahdem flimkien ma' min ihaddem. Dan "billi l-haddiema jkollhom sehem fit-tmexxija u/jew fil-profitti ta' l-azjendi, billi l-haddiema jkollhom ukoll ishma fl-azjenda. Hu x'inhu l-mod kif dawn il-proposti jistghu jitwettqu fil-prattika, il-fatt ta' l-għarfien tal-qagħda vera u propja tax-xogħol u tal-haddiem fil-process tal-produzzjoni jitlob hafna addattamenti fil-gasam tad-dritt għall-propjeta tal-mezzi tal-produzzjoni".

*Il-partecipazzjoni tal-haddiema fuq il-post tax-xoghol tnaqqas jew izzid l-istress? Student tal-Business Management fl-Universita offra twegiba ghal din il-mistoqsija bi studju komparattiv li ghamel f'zewg postijiet tax-xoghol, f'kumpanija privata u f'dipartiment fit-Tarzna. Hawnhekk qed ingibu artiklu bbazat fuq esperjenza u ricerka mwettqa mill-awtur fil-Grit Blasting Department tat-Tarzna fil-bidu ta' l-1990. It-taghrif ingabar permezz ta' ntervisti rrekordjati ma' 13 il-haddiem, maghzula mill-74 tad-dipartiment:*

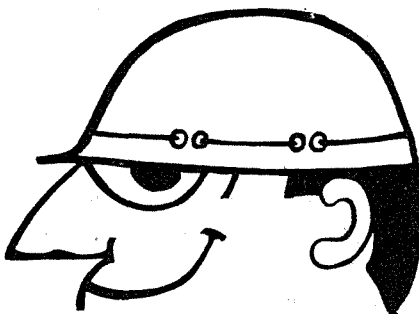
## **STRESS U L-PARTECIPAZZJONI: IL-KAZ TAL-GRIT BLASTERS FIT-TARZNA**

**Noel Camilleri**

Il-gisem tal-bniedem, bhal kull haga ohra li ghandha l-hajja, jaddatta ruhu ghal ma' l-ambjent li jghix fih. Izda l-bniedem jehtieglu jaddatta ruhu wkoll psikologikament. Meta dan ma jsehix allura jikkaguna dik li ahna nsejhu STRESS. L-effetti li thalli l-'istress' fuq il-bniedem huma hafna u varji. Hemm effetti suggettivi bhal ansjeta', aggressivita, apatija, dwejjjaq, frustrazzjoni, misthija, nervi, biza, tensjoni u solitudni. Hemm effetti li jidhru fl-imgieba ta' dak li jkun bhal zieda fit-tipjip, ikel, xorb jew l-uzu tad-droga, tlaqliq u dahq ghalxejn b'xejn (esterizmu). Thalli wkoll effetti emottivi. Wiehed jibda' jsib ruhu f'diffikulta' biex jiddeciedi jew jikkoncentra, jinsa hafna u jirrejagixxi zzejjed ghall-kritika li ssirlu.

Apparti effetti ohra fuq l-individwu, l-istress jhalli wkoll effetti fuq l-organizzazzjoni jew il-post tax-xoghol. Zieda fl-assentizmu, nuqqas fil-produttivita', relazzjonijiet hziena bejn il-haddiema kif ukoll antagonizmu u dwejjjaq fuq il-post tax-xoghol.

X'inhuma l-kawzi principali ta' 'stress'? Xi whud ghandhom x'jaqsmu ma' l-ambjent fiziku. Hawnhekk insibu stressors bhat-temperatura ta' l-ambjent, dawl baxx jew qawwi hafna, hsejjes u vibrazzjonijiet kif ukoll tniggis minn dhahen jew hmieg.



Hemm ukoll dawk li ghandhom x'jaqsmu mar-rowl ta' l-individwu fuq il-post tax-xoghol. Insibu stressors li ghandhom x'jaqsmu mar-relazzjonijiet tal-haddiema jew gruppi bhal nuqqas ta' solidarjeta' u konflitti spissi bejn haddiem u iehor. 'Stressors' ohra jevolvu mill-organizzazzjoni nfisha. Dawn jinkludu l-istruttura ta' l-organizzazzjoni li tiddetermina l-pozizzjoni ta' l-individwu fiha; t-teknologija li tista' thalli effetti tajbin jew hziena fuq is-sahha tal-haddiema; kif ukoll il-mod kif titmexxa l-impriza.

Tista' titqanqal diskussjoni shiha fuq kif ghandha tkun l-istruttura tax-xoghol industrijali u kif ghandhom jitnaqqsu l-problemi li jolqtu hazin mhux biss il-hajja ta' kuljum ta' fuq ix-xoghol izda wkoll il-hajja socjali ingenerali. Dan l-artiklu jipprezenta kaz (dak tal-Grit Blasters tat-Tarzna) li huwa bbazat fuq osservazzjoni u intervisti ma' numru ta' haddiema, bi l-ghan li jigi nvestigat l-istress f'dan id-dipartiment.

Grit Blaster jinhtieg li jkun kapaci jahdem f'gholi ta' tletin metru mal-ghub ta' vapuri, fi stivi kif ukoll f'qieghan u f'tankijiet ta' vapuri fi spazji ta' mhux aktar minn metru kwadru. Barra minn hekk irid ikun jiflah jissaporti s-safety mask li tghatti l-wicc u li taghtih l-arja. Jinhtieg ikun kapaci jikkontrolla d-direzzjoni tan-nozzle anke meta jikkomunika mal-kettle attendants u l-crane drivers. Il-Grit Blaster irid ikopri medda ta' mhux anqas minn 100 metru kwadru kull tmien sieghat xoghol (jiddependi mit-tip ta' sadid u zebgha tal-vapur). Fuq kollox il-Grit Blaster irid ikun konxju tal-periklu u jkun responsabbli ghalih innifsu u lejn shabu.

Problema ewlenija li tista' twassal ghal certu livell ta' stress fuq il-haddiema hija dak ta' d-dubju dwar ir-rowl li wiehed ghandu fuq il-post tax-xoghol (role ambiguity). Dan normalment jigri meta l-haddiem ma jkunx jaf id-dmirijiet tieghu sew u/jew kif irid jaqdihom.

Fil-Grit Blasting Department, il-haddiema jidhru li jafu xogholhom u d-dmirijiet taghhom sew. Izda meta l-haddiema jkollhom bzonn jirrapurtaw xi haga lil xi hadd, t-tendenza donnha hija li dak li jkun jinforma lil min hu l-egreb lej u mhux lil min suppost. Dan jista' jkun hjiel ta' dubju fir-rowl hekk kif diga ssemma' hawn fuq.

Barra minn hekk jidher li, f'dan id-dipartiment, numru ta' haddiema jsostnu li m'ghandhom l-anqas l-icken livell ta' awtorita' fuq xogholhom. L-istruttura komunikattiva tixxaqqaq jekk haddiema jevitaw membri tal-management jew jekk haddiema m'ghandhom fiducja f'xulxin u allura jghaddu lil xulxin informazzjoni hazina, nieqsa jew mgħawga. Xi haddiema jirrapurtaw ukoll li huma soggetti ghal ordnijiet konfliggenti minn imghallmin (chargemen) differenti. Dan jista' jwassal ghal tnaccqis fil-motivazzjoni u sodisfdazzjoni fix-xoghol.

Fattur iehor li jwassal għall-istress fuq il-post tax-xoghol huwa dak tal-kwantita jew kwalita ta' xoghol li wiehed irid jagħmel jew inkella il-livell ta' kwalita' li jrid ilahhaq. Dan jigi meta l-haddiem jidhirlu li jew ghandu zzejjed x'jagħmel, jew ghandu hafna affarijiet differenti x'jagħmel, jew m'ghandux hin bizzejjed biex jagħmilhom. Il-Grit Blasters minhabba n-natura tax-xoghol taghhom bilfors iridu jlahhqu x-xoghol malajr u għalhekk huma dejjem iridu 'jiggieldu mal-hin'. Mađankollu jidher li dan ma jagħtix fastidju lill-haddiema u huma jattribwixxu l-pessjoni li għandhom fuqhom lill-management.

Hafna drabi il-progress li haddiem jista' jagħmel fl-organizzazzjoni f'dak li jirrigwardja il-pozizzjoni tieghu jista' jkun kagun ta' certa frustrazzjoni l-aktar meta l-bibien ikunu magħluqa. Is-sitwazzjoni f'dan ir-rigward fil-Grit Blasting Department ma jidherx li hija hekk. Il-haddiema jammettu li cansijiet għal titjib fil-grad jezistu. B'danakollu hadd ma jidhirlu li ghandu jerfa' responsabbilta zejda. Kulhadd kuntent bil-pozizzjoni li jokkupa.

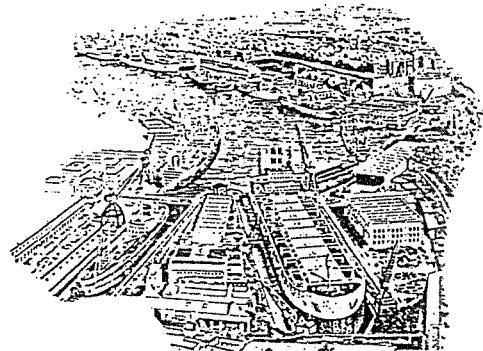
L-influenza li l-manager jew min jikkmanda fuq ix-xoghol ghandu fuq il-haddiema hija wahda sinifikanti. Ir-relazzjoni tal-manager mal-haddiema tista' tikkawza ammont ta' stress fuq iz-zewg partijiet. Il-manager bhala dak li jmessi ghandu jkollu ukoll ir-rowl ta' edukatur u xehta demokratika. Il-livell ta' stress fil-Grit Blasting Dept. jigi attribwit ghall-fatt li ghalkemm l-introduzzjoni tal-partecipazzjoni fit-Tarzna gabet maghha tibdiliet enormi, il-management bosta drabi baqa' jipprova jzomm ir-rowl tradizzjonali tieghu: Jista' ma jhaddanx l-ispirtu tal-partecipazzjoni u allura jfjixkel it-twettiq taghha fil-prattika.

F'dan id-dipartiment xi haddiema sostnew li mhumiex involuti bizzejjed fid-decizjonijiet anke dawk li jolqtuhom direttament; jghidu li mhumiex fdati u lanqas stmati bizzejjed. Izda, biex inkunu ghidna kollox, jidher li xi haddiema m'humiex daqstant lesti li jiehu decizjonijiet huma, pero jistennew li jigu kkonsultati u nformati. Minn naha tal-management hemm min isostni illi hafna drabi trid tkun tad-dixxiplina: Jekk ma tkunx hekk, il-haddiema juru nuqqas ta' hegga u inizjattiva u allura jonqos ix-xoghol.

It-teknologija tista' tkun fattur li tnaqqas jew izzid it-tbatija fuq ix-xoghol. L-equipment li jintuza mill-Grit Blasters jidher adekwat ghax il-haddiema jidhru sodisfatti bih. Ghalhekk jidher li t-teknologija ma toffri l-ebda theddida kemm f'xogholhom kif ukoll ghal sahhithom.

Kemm il-haddiema huma maghquda bejniethom fuq il-post tax-xoghol huwa fattur importanti hafna billi nuqqas ta' ghaqda tista' tikkawza moral baxx, nuqqas ta' sodisfazzjon u effetti psikologici hzienu. Sfortunatament haddiema f'dan id-dipartiment ihossu li mhumiex maghqudin minhabba kompetizzjoni finanzjarja (ghas-sahra u l-incentiv). Xi haddiema jaraw lil xulxin bhala rivali u mhux kollegi. Barra minn hekk numru minnhom isostni li jezisti l-favoritizmu u li wiehed igawdi aktar mill-iehor fit-tqassim ta' l-incentiv u s-sahra. Huma jsostnu wkoll li lanqas ma' taqsimiet ohra fit-Tarzna ma jaqblu. Ghalkemm x-xoghol taghhom huwa importanti hafna ghat-Tarzna, huma jghidu li mhumiex rrispettati ghax ix-xoghol taghhom ma jrid jaghmlu hadd u jinhadem f'sieghat strambi.

Kemm il-haddiem ikunu lesti li jaqbz u ghal xulxin huwa fattur iehor ta' certa mportanza. F'dan id-dipartiment nistghu nghidu li l-haddiema jaqbz u ghal xulxin biss meta l-kawza tkun wahda komuni bhal per ezempju, f'kaz ta' pressjoni zejda mill-management jew ta' makkinarju difettuz. Fin-nuqqas ta' support lejn xulxin, jidher li l-haddiema jistennew lix-shop steward jew li l-membri tal-kumitati tax-xoghol ghandhom jaqdu din il-funzjoni.



Kundizzjoni necessarja ghall-izvilupp ta' sistema tajba ta' partecipazzjoni hija dik ta' komunikazzjoni adekwata bejn haddiem u iehor u bejn il-haddiema u l-management, il-kumitati tax-xoghol u x-shop stewards. Jidher li fil-Grit Blasting Department, xi haddiema jammettu li l-ammont ta' komunikazzjoni (per ezempju, bejn il-manager u l-haddiema) hija limitata. L-istess jinghad ghal dik bejn il-haddiema nfushom. Bosta haddiema jsostnu li raguni ghal dan huwa n-nuqqas ta' hin li ghandhom biex jikkomunikaw (M'hemm x cans tahseb jew

titkellem ma' shabek fit-tul). Ix-xewqa ghal komunikazzjoni aktar fiha nfisha pero hija sinjal tajjed u tixhed certu ghatx ghal-partecipazzjoni akbar.

Numru ta' haddiema huma tal-fehma li l-informazzjoni li tinghata lill-haddiema fuq kwistjoni fit-Tarzna (bhal prospetti ta' xoghol fil-gejjieni) m'hix bizzjed. Billi nformazzjoni bhal din titqies li hija tal-haddiema bi dritt, il-haddiema jesigu li ghandu jkun hemm titjib sostanzjali. Nuqqas ta' nformazzjoni bhal din tohloq inkonvenjent kbir. Jirrikjedu li jkollhom influwenza akbar fil-Kunsill, fid-Dipartiment u fuq il-post tax-xoghol innifsu. B'danakollu, hemm bosta mistoqsijiet li wiehed ghandu jwiegeb qabel jiggustifika dan: Per ezempju, l-haddiema ghandhom l-edukazzjoni mehtiega ghal partecipazzjoni? Jafu s-sistema sew? Ghandhom inizjattiva jew jaharbu r-responsabbilta?

Dan l-istudju ghalhekk jindika li sistema ta' partecipazzjoni fuq il-post tax-xoghol (li ghandha bosta vantaggi ghall-haddiema u ghall-intrapriza) jista' jkollha habta zzid l-istress. Dan fejn ghandu x'jaqsam dak li huwa aktarx d-dipartiment li ghandu l-aktar xoghol skabruz u ta' strapazz fit-Tarzna. Pero dan l-istudju huwa biss indikattiv: Mhuwiex konklussiv u ghandu jservi ta' bazi ghal ricerka aktar profonda f'dan il-qasam.

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STEDINA...

*Nistiednu lil qarreja ta' Perspettivi biex jesprimu l-opinjonijiet u l-kummenti taghom fuq dan l-artiklu u l-ohrajn li hawn stampati f'din il-harga. Dawn jigu kkunsidrati ghall-istampar fil-harga li jmiss.*

L-Editur

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**books**



available from the WPDC:

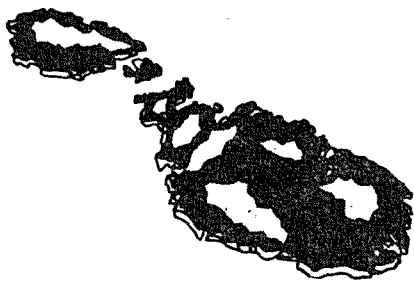
ZAMMIT, E.L. Ed. (1989) Workers' Participation in Malta: Options for Future Policy - The edited collection of papers presented during a national conference on workers' participation held in 1988. Policy statements and positions by political parties, trade unions and other constituted bodies and pressure groups on the state of workers' participation in Malta and its future orientations. Key note address by Dr. Jacques Monat, Consultant with the International Labour Organisation.

KESTER, G. (1980) Transition to Workers' Self-Management: Its Dynamics in the Decolonizing Economy of Malta - A thorough analysis of Malta's participatory saga up to the late 1970s, based on extensive research. Examines in detail the process whereby participatory ideas gained ground in Malta.

RIZZO, S. (1983) Il-Mixja Lejn il-Partecipazzjoni tal-Haddiema - Maltese translation of the Kester (1980) text above, in an abridged form.

(more WPDC publications information on Page 36)

# Industrial Relations REVIEW



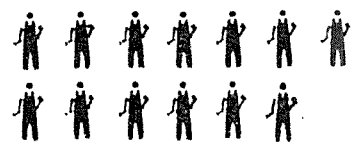
(July - December 1988)

The following is a calendar of industrial relations practices in Malta over a six month period (July - December 1988).

All the information reproduced below is taken from a direct monitoring of locally published newspapers. The actual press cuttings are filed and classified at the WPDC Office (Room 91, Humanities Building, University of Malta, Msida). They remain available for perusal by Perspettivi readers and any one interested in undertaking research. The date proceeding or following each statement refers to the date of publication in the local press.

The chronological sequence of events is introduced by a general review article highlighting the major industrial relations developments in the period under consideration.

## The Setting



### The Labour Market

The Labour Supply registered a more rapid increase in the latter half of 1988, bursting the 130,000 barrier by November. Males in the labour force increased by 1,634, while females increased by 802 bringing the totals at the end of the year to 97,633 and 32,493 respectively. This was the fastest surge in Malta's labour supply since 1980. The participation rate (defined as the ratio of the labour force to the total population) reached 37.3 in December 1988, overtaking the next best figure of 37.13 achieved back in 1980.

The gainfully occupied population registered an increase of 1,800 jobs during the six-month period under review. The increase is however almost totally confined to the public sector and to temporary employment in the public service: An increase of 940 jobs is reported within Government Departments, while the Auxiliary Workers and Training Scheme (AWTS) recently set up, continues a slow but steady expansion, reporting a complement of 1282 by December 1988 (an increase of 480 over the June 1988 figures)

Registered unemployment remained one of the lowest reported in market economies, hovering at around 4% of the labour supply.

These statistics indicate that the target of creating 10,800 job requirements within the three year period 1986-88 (as pointed out in the most recent Development Plan) (1) was well exceeded. The gainfully occupied population increased by 13,500. The main problem, as far as employment is concerned, is nevertheless diagnosed as being "the overloading of personnel

in the public sector" (2). Such a situation is claimed to militate against the essential thesis of public policy which seeks to maximise the productive potential of the economy by an optimal deployment of labour resources (3).

### Industry



Manufacturing employment in the period under scrutiny nudged upwards by 120 jobs. This was the net result of recruitment mainly by machinery oriented firms and a shedding of jobs particularly by the clothing sector.

The Budget Estimates for 1989 announce incentives for employees in the public sector to take up work opportunities in the private sector. The incentives include (a) a one year trial period during which an employee may apply for unpaid leave and seek alternative employment, with the open option of returning back to his former post; (b) a termination bonus of Lm3,000 per worker who opts to resign from public sector employment. A different but similar set of incentives are offered to the Dejma-temporary workers. A more generous basket of incentives (given adherence to certain conditions) is offered to workers in the public sector who opt for self-employment. These include the payment of wages for a 12-week period following severance; a bonus for capital purchases and a soft loan of up to Lm3000 to be repaid within 6 years.

In the meantime, the Federation of Industries (FOI) continues its campaign for the establishment of financial incentives and social support structures which will encourage females to opt for private sector employment. A campaign for the introduction of night shift work for women is also initiated by employer representatives.

### Inflation



The all-items Retail Price Index (1983=100) compiled by the Central Office of Statistics actual fell by 1 point during the period under review (from 104.3 to 103.3) due to reported lower prices for vital food items. Trade unions however started questioning the validity of the index, claiming that a positive inflationary trend was being disguised. A Household Budgetary Survey, covering a twelve month period, was initiated in October 1988 with the aim of establishing an updated expenditure pattern and therefore a revised weighing frame for RPI estimation.

### Industrial Relations

The industrial relations scene was characterized by renewed employer-union bargaining for the purpose of collective agreement revision. Salient cases of bitter negotiation include the GWU-Bank of Valletta dispute, the GWU-Air Malta case and the UHM-Preluna Hotel case. The latter merits particular mention because of (a) GWU-UHM collaboration and (b) the death of a worker during industrial action.

Wages Councils are also streamlining statutory weekly hours to 40 in those areas where the law still permits a higher number of hours to be worked per week. These include those in the woodwork and hotel sectors. Within this context has emerged a campaign managed by the Union of Shop Attendants (UHH)

in collaboration with the Tan-Numri pressure group, pressing for a Saturday afternoon off for shop assistants.

In accordance with the Nationalist Party's 1987 Election Manifesto, the Prime Minister appoints a National Economic Development Council in November to serve as an advisory body on matters concerning economic policy. NECD members include trade unionists, employees, economists, public officers, pensioners, youth and housewives.

### Industrial Democracy



Expectations that workers' participation in the public and parastatal sector may take a profit-sharing direction were ushered in with the path-breaking agreement between the MUBE and the Management of Mid-Med Bank. The event had a rapid snowball effect and ushered in public debate on the justification or otherwise of profit-sharing, especially in the peculiar interpretation of "profit" in the civil service and in parastatal companies enjoying monopoly conditions. Government, however aborted the decision, pleading that industrial democracy required further discussion, and that its implementation ought to embrace a wider spectrum of measures apart from profit-sharing.

Godfrey Baldacchino

#### Notes:

1. Development Plan for Malta: 1986-88, OPM, p.15
2. Economic Survey 1988: Jan-Sept., OPM, p.46.
3. Ibid., p.5

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## **Issues concerning Workplace Democracy**

- |   |   |
|---|---|
| 19/7 The introduction of participation for the non-academic staff of the University of Malta is proposed in the first reading of the Education Act (1988).  | 17/8 The Minister for Productive Development appeals to farmers' coops to start administering their own import and export requirements, making use of the Export Marketing Board set up in this regard.   |
| 8/8 The Minister for Productive Development announces that Government will contribute the pledged sum of Lm3,640 to the Farmers' Central Coop Society.  | 31/8 The Federation of Worker Directors alleges that Government is refusing to meet its members to discuss the state of worker participation at the Bank of Valletta.   |
| 11/8 Dragonara Casino registers a profit of Lm163,306. Employees are to receive a Lm50 special bonus each.  | 21/9 Dr Jacques Monat, an ILO Consultant on worker participation, starts a consultancy visit. He meets various organizations and delivers the key note address during a two-day conference held at the University of Malta on the theme: Workers' Participation in Malta: Options for Future Policy. His visit was co-organised by the WPDC and the Ministry for Social Policy. |
| 11/8 The Employers' Association emphasizes tripartite collective bargaining as the channel for the adoption of participatory schemes, disagreeing with profit sharing and worker self-management. |   |



- 10/10 A special bonus is granted to employees of Mdina Glass on the occasion of the company's 20th anniversary.
- 13/10 Parents, teachers and students over the age of 16 vote in the election for school councils.
- 13/11 Magruvision employees are each granted a Lm50 cash bonus.
- 13/12 The Minister for Productive Development comments on government grants, loans and technical assistance given to the Farmers' Wine Coop of Burmarrad. The Food & Agricultural Organization (FAO) is also being approached to organise courses about coops in the fisheries and agricultural sectors.
- 20/12 The Federation of Worker Directors congratulates Dr Reno Borg for being re-elected uncontested as worker-director at the Bank of Valletta.
- 22/12 Bank of Valletta employees and pensioners each receive a cash bonus of Lm50.
- 22/12 All full-time employees at Mid-Med Bank receive a cash bonus of Lm50 while part-time and contract employees each receive Lm25.
- 22/12 Government grants the sum of Lm2,000 to the St Paul's Bay Coop to co-sponsor the building of a headquarters and retail outlet at Manikata.
- 23/12 The Parliamentary Secretary for Posts & Telecommunications announces that Telemalta employees will each receive a Lm25 bonus and be exempt from payment of telephone lease.
- 29/12 The GWU General Secretary announces an extra bonus to Union Press employees.

## Industrial Disputes and Negotiated Agreements

- 2/7 The GWU assumes full responsibility for the strike directives in connection with the visit by nuclear capable British warships. The union defends this stand as in conformity with European Trade Union policy, in protest against threats to worker safety and health. (23/7) GWU issues directives to workers interrogated by the Police in connection with the warship protests.
- 2/7 Taxi Drivers protest against the White Paper on Public Transport, alleging that the legislation would harm their interests.
- 3/7 S. Mifsud & Sons are lifted off the GWU blacklist after the company disassociates itself from strike-breakers in the ports on June 24-26th. The company agrees also to grant full pay to striking pilots and moorers.
- 3/7 GWU threatens action against companies which transfer work orders from one enterprise to another within the same group, causing disruption and worker redundancies. A case in point is Topwear Ltd which closed down, discharging 45 workers.
- 3/7 Agreement is reached between the Public Sector Section (UHM), the Minister of Finance and the Director of Public Lotto on issues concerning Government controllers at the Casino.

7/7 Following GWU insistence, Enemalta employees are paid at premium rates for overtime worked.

7/7 The GWU announces selective industrial action against Bank of Valletta in protest against promotions and the revision of the collective agreement. The GWU states that it will not accept wage levels less than those at the Central Bank and Mid-Med Bank. (8/7) BOV Management accuses the GWU of grave irresponsibility for giving unwarranted strike directives. Management claims that union stewards had been verbally notified of imminent negotiations over a new collective agreement. (13/7) Paola & Cospicua BOV Management claim that the GWU carried out partial industrial action at these branches without prior notification. Non-GWU members or workers who disobey strike directives are urged by Management to report for work. The MUBE holds the GWU responsible for what might be suffered by 5 BOV employees (not GWU members) whose names are published for not having participated in the strike. 14/7 A strike fund is set up (15/7). Police and Special Assignment Group personnel intervene outside the BOV Luqa Office during strike action (19/7). After mediation, the GWU and BOV Management resume negotiation. (28/8) A 3-year agreement is signed. This incorporates a wage increase and better working conditions.

14/7 The FOI and the MUBE argue on the profit sharing clause in the recent collective agreement signed with Mid-Med Bank. (15/8) The GWU insists that employees at other state-owned and state controlled

enterprises shall also benefit from profit-sharing schemes. (4/9) The Malta Employers' Association advises members to resist attempts at introducing profit sharing since worker participation should only be established following consensus and planning by all social partners. (19/12) While appreciating the enthusiasm of MUBE and the Mid Med Board, Government explains that such a profit-sharing scheme cannot be implemented at Mid-Med. The issue is reported to require thorough study and a broad implementation strategy. The money at stake will be placed in a separate fund until the matter is further discussed and a definite and appropriate decision taken. The MUBE finds Govt's decision unacceptable and calls on the Bank Board to honour its commitment. The GWU lodges a similar case. (23/2) Mid Med Bank staff receive a Lm50 special bonus as compensation for disengaging from profit sharing.

14/7 Malta Shipbuilding employees break the glass panes of the company main office during a protest against Management's alleged attitude towards GWU officials.

15/7 Trevi Footwear announces a 60% shedding of employees following the liberalized importation of shoes. The GWU does not accept this measure.

16/7 The GWU registers a dispute with the management of Brand International and Hob Electronics over Shutdown dates. (8/9) Following mediation, the GWU insists that shutdown dates are to be established by the end of February, as per agreement.

- 16/7 The Chairman and Management of Malta Shipbuilding present a court protest against the GWU for damages incurred in connection with work disruptions on June 23rd and 24th, these having been carried out without authorization and not in furtherance of a trade dispute. The GWU instructs time-keepers not to deduct any monies from wages. The Company Chairman holds the GWU responsible.
- 17/7 The Private Sector Section (UHM) writes to the Parliamentary Secretary for Health about the Romatex Company Doctor. The Union reports that a number of employees have complained about the doctor's behaviour and he has been twice reported to the Medical Council.
- 20/7 The Hospital Employees' Section (UHM) insists on better food and working conditions in the St Luke's Hospital Canteen.
- 21/7 The Textile, Garment and Leather Section (GWU) threatens industrial action at Imperial Products unless the agreed installation of air conditioning is not carried out shortly. Management agrees to do so during a shut-down on condition that work thus missed would be carried out after normal hours. The GWU does not agree. Conciliation meetings do not solve the deadlock.
- 23/7 The President of the Minibuses Union presents a protest at the Civil Court against the Unscheduled Bus Service for failing to pay wages due. (20/9) Minibus owners protest in front of Castille insisting that work contracts should come from Government and not through the UBS. (23/9) Government shows willingness to discuss issues concerning Minibus Owners if industrial action stops. (15/9) Industrial actions cease when Government accepts the formation of the Bus Owners' delegation.
- 25/7 In a judgment delivered by the Court of Appeal, it was held that Clothing Industries Ltd was at fault for sending Rita Mamo, an employee, to perform a job which had previously caused her injury.
- 26/7 The Union of Shop Attendants (UHH) and the Tan-Numri Group protest against the imposition of work on Saturday afternoon for shop assistants and organize a solidarity campaign. Cabinet decides to grant a 40 hour week to all shop workers. (27/7) The Social Action Movement and Tan-Numri group welcome the decision (20/8). The Republic Street Business Community Association and GRTU contend that the date of the one weekly afternoon off should be granted at the shop owners' discretion (27/8). The UHH threatens industrial action if shop employees are forced to work on Saturday afternoons. (18/9) The RSBGA dismisses the possibility of a Saturday afternoon off especially in Valletta (5/10) The UHM insists on a universally applicable 40 hour week for all workers (31/10). Government pledges a 40 hour week with no closed shops on Saturday afternoons (8/11). The GRTU invites shop owners and employees to get together and come to an agreement without involving "radicals" not directly concerned in the issue (7/12). The Wages Council responsible for retail outlets recommends that shop employees be granted a free Saturday afternoon once every three weeks. The Tan-Numri Group appeals to the UHH not to accept this decision.

- 29/7 The Private Sector Section (UHM) threatens industrial action at Menrad Ltd. unless steps are taken to remedy the excessive heat. Management agrees to install fans.
- 1/8 The Private Sector Section (UHM) insists with the Minister for Social Policy to consider fixing a 40-hour week for all workers. The union encourages the different wages councils to table such a recommendation in the near future. (9/8)
- 1/8 The Federation of Industries dismisses as unsubstantiated the allegations of dirty, unsanitary and/or rat-infested factories. (13/8) The Tan-Numri group urges the FOI to carry out random checks to confirm the bad state of the local working environment. (23/9) The Young Christian Workers urge the FOI to accept the alleged criticism as correct and to do something about it.
- 1/8 Following negotiations with the UHM Government is to upgrade the conditions of work of paramedical staff.
- 5/8 The UHM challenges the GWU to produce evidence of its claimed majority at Paolo Bonnici Ltd. (10/8) The GWU reserves the right to seek recognition from Management at the appropriate time. (13/8) The UHM threatens industrial action if the GWU is granted recognition. The UHM claims that 78% of industrials and 86% of non-industrials are UHM members.
- 6/8 The Private Section (UHM) rebuts allegations of member resignations from among employees of Underwear Ltd.
- 6/8 Police investigate whether Bus Drivers mix kerosene with diesel, causing toxic exhaust. Bus drivers hold a lightening unauthorized strike in protest. Public Transport services are resumed after the two parties reach an agreement.
- 9/8 The Private Sector Section (UHM) requests the Minister of Finance to consider exempting employees from income tax payable on life insurance policy and premiums.
- 11/8 The GRTU threatens directives to grocers not to buy pasteurized milk because of very low profit margins over dairy products. (3/9) Agreement is reached between Government and the GRTU.
- 17/8 Engineering Department employees at Air Malta who are GWU members agree by secret vote to take all necessary action in view of a lack of agreement with Management over grade reorganization. (25/8) GWU directs employees to strike. The strike spreads to other work sections at Air Malta (8/10). Management tables new proposals but the GWU finds them unacceptable. (12/10) Management retorts that its proposals are satisfactory, over and above an Lm8 wage increase plus discussions on profit sharing. (8/10) A collective agreement is reached between GWU and the Management of Air Malta. (8/11) The union challenges the claim by Air Malta Management claim that it interfered with the issuing of promotions in 1986. Management reports that, according to the findings of a verification survey, 1986 promotions did not follow the provisions of the extant collective agreement.

- Management calls upon the GWU to accept that alleged injustices committed in 1986 be rectified in the current issue of promotions. (9/11) The Port and Transport Section (GWU) accuses management of not presenting any evidence of alleged injustices. (19/11) The GWU announces work-to-rule at Air Malta after disagreement about promotions. (23/11) Management withdraws overtime work and insists that any industrial relations dispute be resolved as per the signed collective agreement. (27/11). The GWU insists that workers promoted in 1986 retain their seniority.
- 18/8 The Private Sector Section (UHM) submits sworn declarations to the Medical Council, relating to employees suffering loss of pay due to alleged faulty medical diagnosis by company doctors.
- 20/8 The Private Sector Section (UHM) registers a dispute with British Airways after the company regraded its employees without prior consultation with the union. The UHM threatens industrial action. (8/9) A two hour strike is ordered by the UHM at the British Airways Sales Reservation Office in Valletta in protest against alleged procrastination by Management over a dispute.
- 30/8 Management at Bortex Clothing Industry plans disciplinary action against employees whose production quota is lower than 85%. The GWU disagrees, suggesting that a time study be carried out by an independent person Management finds this unacceptable. (31/8) Further disagreement is registered on the rates payable for production bonus and on the date of implementing the new collective agreement. (1/9) The GWU denies that the production bonus rates were discussed before signing the collective agreement.
- 1/9 The Federation of Industries tables suggestions to Government intended to encourage workers (especially females) to take up jobs in the textile industry. These include changes in NI rates and tax deductions for married women, better equipped trade schools and the setting up of play schools in industrial centres.
- 1/9 The Private Sector Section (UHM) discusses with the Minister for Social Policy the fact that five wages council orders permit employees not to remunerate the first day of reported sick leave.
- 3/9 The MUT submits recommendations concerning the Education Act (1988) dealing with the constitution of school councils and the election of the University Rector.
- 6/9 The UHM protests with the Management of Hans Hoffman for postponing shutdown dates without informing the employees. The GWU (which enjoys sole recognition at the factory) replies that the shutdown postponement was accepted because the company would have lost the order for an urgent shipment.
- 6/9 The GWU orders industrial action at Axis Disco when five workers are dismissed. The

- union alleges that the owner was refusing union recognition. Port workers are also instructed to boycott products belonging to another company owned by the Axis Disco Directors. A meeting is fixed between the Food, Hotels & Restaurants Section (GWU) and Axis Disco Management. Industrial actions is withdrawn and GWU is granted recognition.
- 6/9 17 Pasta distributors of United Macaroni protest against at the alleged lack of factory products for distribution.
- 8/9 The Simonds-Farsons-Cisk Employees Union protests in court, alleging failure by Management to observe the extant agreement on disturbance allowances.
- 11/9 The UHM orders partial industrial action at the Preluna Hotel after disagreement is registered in negotiations over a new collective agreement. The GWU backs the industrial action. Following a series of sit-in strikes, Management retaliates with a lockout. A worker Joe Camilleri dies suddenly as he joins workers during the lock out. (19/9) The UHM signs a new collective agreement with the Management of the Preluna Hotel. The workers are informed that the strike will be considered as a case of special leave. The UHM thanks the GWU for the support in the dispute. The GWU augurs a future of GWU-UHM cooperation in the workers' interest.
- 16/9 The GWU gives directives to airfield drivers at the airport in connection with the presence of members of the Special Assignment Group. The GWU alleges that the training of SAG at the Airport may sour industrial relations there.
- 29/9 The MAM submits proposals for extra payment to Health Officials who work over and above the 40 hour week to the Parliamentary Secretary for Health.
- 4/10 The Tan-Numri group calls on Mid-Med Bank and other enterprises to allow special educational leave to employees attending university courses.
- 4/10 The GRTU insists that Government should issue a price list for fruit and vegetables to avoid conflicts between sellers and consumers.
- 5/10 The Textile, Garment & Leather Section (GWU) registers a trade dispute with the Management of Intex Hosiery Ltd over the alleged redundancy of a processing room clerk. The dispute is resolved during a conciliation meeting.
- 7/10 The ICFTU Secretary General, J. Vanderveken, comments on the proposal to establish a Trades Union Council in Malta.
- 8/10 The GWU requests the Director of Labour to refer its case for sole recognition at Grand Hotel Les Lapins (which is being refused by the hotel management) to the Industrial Tribunal. The GWU is eventually granted sole recognition (27/10).
- 11/10 The Departmental & Parastatal Section (UHM) meets Enemalta Management representatives to discuss overtime premiums for employees in the clerical and technical grades. The Section has also had talks with

- Telemalta management for adequate danger money compensation to aerial riggers.
- 12/10 The Metal Section (GWU) protests against alleged procrastination by the Management of Cable Works Ltd over a new collective agreement. The Union requests the Director of Labour to intervene before resorting to industrial action.(11/12) During conciliation, Management insists on a wage increase related to productivity while the union insists on a fixed rate (13/12). The GWU orders an overtime ban.
- 14/10 Charles Buttigieg, an Air Malta employee, presents a case in the Civil Court alleging that he is undergoing political discrimination and inhuman treatment from management while at work.
- 15/10 The GWU issues a strike directive to workers at NCA International in protest against the alleged unfair dismissal of an employee. (19/10) The strike directive is withdrawn when management accepts to change the employee's punishment to a suspension.
- 16/10 The Minister for Social Policy reveals that SGS-Thomson Microelectronics (Malta) Ltd. has requested special permission to introduce night shift work for women. The revision of an ILO Convention prohibiting this practice is to be discussed by the ILO Assembly in June 1989.
- 26/10 Government accepts a UHM proposal for trainee health assistants and student paramedics to benefit from free medical care.
- 8/12 The GWU registers an industrial dispute with the Mill Owners Association after the union alleges that the association is refusing to discuss a revision of the collective agreement before a pending dispute with one particular mill is resolved.
- 13/12 The Poultry Stock Association protests against Government's intention to import 40 tons of drumsticks, alleging that this would depress further an already saturated market.

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## Decisions of the Industrial Tribunal

- 1/7 The Tribunal accepts the case lodged by the DSESU concerning the Grade relating to the post of Manoel Island Yacht Yard Manager. The Tribunal further directs that no promoted manager should suffer financial loss.
- 12/7 The Tribunal confirms the dismissal of Alfred Gatt from Captain Morgan Cruises. Payment of LM258 compensation is ordered because of the suddenness of dismissal.
- 23/7 The Tribunal confirms that the majority of employees at Andrews Feeds are members of the UHM. Therefore management is instructed to grant the union sole recognition.

- 28/8 The Tribunal awards Lm22,500 as compensation to a sacristan for having been dismissed by the Archbishop's Curia without the latter resorting to proper prior warnings.
- 29/8 In the case of Anthony Bonello against Karta Converters the tribunal orders the company to pay Lm8,600 as compensation after the employee's dismissal is considered to have been unwarranted. (11/9) The company files a writ of summons, asking the court to declare the Tribunal unauthorized to award moral, social or psychological damages.
- 30/8 The Tribunal orders Stadtex to pay Lm160 compensation for having given the wrong reasons in the dismissal of Ottilia Borg. In its award, the tribunal insists that if employee dismissal is due to health reasons, the employee should have been medically checked.
- 9/9 The Tribunal awards Lm600 compensation to Thelma Gera for having been unfairly dismissed from employment with S. Mifsud & Sons. The tribunal contends that the employee's refusal to work on a particular date did not warrant dismissal but a less harsh form of punitive action. The company is further instructed to provide a clean work record.
- 9/9 Malta Dairy Products presents an appeal in the Civic Court against Government and the Chairman of the Industrial Tribunal. The MDP alleges that it was denied legal assistance in the case of dismissal of Ms Elizabeth Grima.
- 7/10 The Joint Beach Committee which represents the Marsa Sports Club and the Union Club is ordered to pay Lm1,014 as compensation to Julian Schembri, a former employee. The Tribunal holds the committee responsible for not having informed the employee that he had been placed on an indefinite contract of employment.
- 18/10 Given the presentation of sufficient evidence confirming irregular attendance at work and the issuing of warnings on this behaviour, the Tribunal considers the case of watchman Edgar Gatt against Giuseppe Tabone & Co. to be one of a fair dismissal.
- 19/10 Comino Holdings Ltd are ordered to pay Lm1,800 as compensation to John Azzopardi, a coxswain, and to provide him with a clean employment record. The Tribunal contends that the decision to dismiss the employee for having abused of company equipment (a boat) was too drastic.
- 5/11 In the case of Carmelo Vella against the management of Aeromaritime Mediterranean, the Tribunal concludes that the issue was one of a fair dismissal. The employee had been warned many times and had also insulted his supervisor.
- 25/11 The Tribunal considers the case of union recognition at Paolo Bonnici Ltd. The GWU had claimed sole recognition for deliverymen, while the UHM claims majority representation of all employees. Following the examination of the evidence, the Tribunal determines that the UHM should be granted sole recognition.



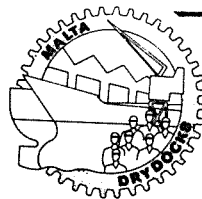
29/11 Due to inconclusive proof, the Tribunal contends that Anthony Mercieca's dismissal from employment with Alfred Hili & Co. had been unfair. The company had alleged that the employee had been warned various times and had also hit the director. The company is ordered to pay Lm170 as compensation without reinstatement.

7/12 The Tribunal considers that the case of Henry Calleja against the management of Bluebell (Malta) Ltd. was not one of unfair dismissal but resignation. The employee had

claimed that management had pressed him to resign and that he had signed a resignation form without understanding its contents.

19/12 In the case of Noel Scerri and Joe Grima against the management of Nani, the Tribunal concludes that the two employees had in effect become redundant. However, the company had discharged the employees before written permission had been obtained from the Department of Labour. The workers are thus awarded Lm120 each as compensation.

## Issues concerning Malta Drydocks



1/7 The tanker Copper Mountain is towed back to its moorings after it had been used to blockade the Grand Harbour on the occasion of the visit by British nuclear capable warships.

1/7 The Nationalist Party Workers' Secretariat insists that justice be done with those workers who committed "criminal acts" in connection with the visit of the British warships (27/7).

7/7 The DSESU contests the claim by the Drydocks Council concerning the recognition of the GWU as the sole representative of the Drydocks Senior and Executive Staff. (24/7) After an attempt at conciliation, the case is referred to the Industrial Tribunal.

20/8 The widow of a Drydocks employee who had died while at his work, files a protest in the Commercial Court requesting compensation for her husband's death.

17/9 77 new workers are engaged and start a 4-year apprenticeship.

8/11 Malta Drydocks negotiates the handling of highly toxic waste from the vessel Karin B. Government refuses to allow the ship to enter Malta on the grounds of health hazards to workers, third parties and the environment. The Drydocks chairman criticizes the ban on toxic waste ships and the subsequent loss of US\$ 12 million in revenue, on the grounds that the enterprise has handled similar jobs before (12/11).

1/12 The Budget Speech states that Marsa Shipbuilding and Malta Drydocks have an accumulated debt of Lm49 million besides other bank overdrafts. Government announces a programme of financial assistance for both docks. Involved in this programme is a renegotiation over the leasing by Government to the Drydocks of the Red China No.6 Dock.

9/12 The DSESU appeals to the Drydocks authorities to check on alleged abuses during elections for managers.

## Membership in Trade Unions

- 10/7 The majority of workers in the Auxiliary Workers & Training Scheme (AWTS) join the UHM.
- 20/7 The GWU achieves sole recognition at the Mistra Village after the majority of employees are organised in the Union's Hotels, Restaurants and Food Section.
- 22/7 The GWU requests sole recognition at Mediterranean Power Electric after the majority of employees are organised in the Union's Parastatal & People's Industries Section.
- 23/7 The GWU announces the setting up of a new section for the organisation of managerial and professional personnel.
- 28/7 Industrial employees at Paolo Bonnici are organised in the Chemical and General Workers' Section of the GWU. The union requests sole recognition.
- 31/7 Employees at Calypso Clothing join the GWU and are organised in its Textile, Garments & Leather Section.
- 27/9 The majority of workers at Warne Und Electrotechnik join the GWU and are organised in its Metal Section.
- 2/10 The latest annual report by the Registrar of Trade Unions is published in the Government Gazette. Global membership in unions goes up from 60,872 (June 1987) to 63,065 (June 1988) - See Review in Perspettivi No.4 pp.6-7.
- 15/12 The UHM achieves sole recognition at M.P. Clothing Co. of Gozo after the majority of employees are organised in its Private Sector Section.
- 28/12 Employees at the Fisheries Cooperative of Marsaxlokk join the GWU and are organised in its Hotels, Restaurants and Food Section.
- 29/12 The majority of employees at Aluminium Extrusion join the GWU and are organised in its Metal Section.

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## Collective Agreements

Addendum to Perspettivi No.5, p.33:

Between the Movement of United Bank Employees and the Management of Mid-Med Bank (31/5/88).

Between the Chemical and General Workers' Section (GWU) and the Management of Packprint (9/7); Falks Veritas (14/9); Edible Oil Group of Companies (12/10); Emanuel Delicata (18/10); Multigas (9/11); Agio Tobacco (28/12).

Between the Hotels, Restaurants & Food Section (GWU) and the Management of Express Catering (28/7); Mellieha Holiday Centre (2/8); Supplies Co. Ltd for the Ascot, Caledonia and Astra Hotels and the Grenadier Restaurant (13/9); Prime (15/9); Caruana Cold Stores and Frozen Foods (7/10); United Macaroni (21/10), Food Processing (9/11); Hal Ferh Holiday Complex (9/11); The Hilton (Malta) International (7/12); Air Supplies (31/12); The Catering Coop (31/12).

Between the Metal Workers' Section (GWU) and the Management of Hompesch Steel (19/7); Forestals Appliances (6/8); Elma Motors (16/9); Charles A. Micallef (24/9); Piltz (Malta) (25/10).

Between the Port and Transport Section (GWU) and the Management of Air Malta (16/10).

Between the Supervisory, Technical & Professional Staff Association-STPSA (GWU) and the Management of the Bank of Valletta (19/12) and the Malta Development Corporation (29/12).

Between the Textile, Garment & Leather Section (GWU) and the Management of Intex Hosiery (14/7); Heidemann Sportswear (7/9); Calypso Clothing (19/10).

Between the Private Sector Section (UHM) and the Management of Panta Lesco for non-industrials (10/8); Sanga (13/8); Alfred Mizzi & Sons (Marketing) (26/8); Archbishop's Seminary (30/9); Allied Newspapers (4/10); Universal Plastics (7/10); Andrews Feeds for non-industrials (28/10); Suncrest Hotel (30/11); Consolidated Biscuits (4/12).

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## Parliamentary Affairs

2/7 In response to a Parliamentary Question (PQ) the Prime Minister reported that since May 1987, Malta Shipbuilding employees stopped work twice without the authority of management or a union directive.

8/7 In responses to a PQ, the Minister for Social Policy states that all firms producing car batteries must comply with the standards set by the Industrial Health Unit of the Department of Health. One such company is being threatened with closure unless such compliance is secured.

8/8 In response to a PQ, the Prime Minister states that the Council of Malta Drydocks cannot deduct union fees from wages and salaries unless the employee's permission is first obtained.

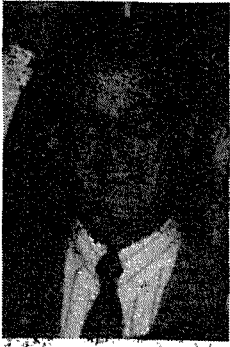
15/10 Government publishes draft amendments to the Industrial Relations Act (1976). 2/11 In response to a PQ, the Minister for Social Policy explains that the UHM and the GWU have secured a joint collective agreement at Meditex.

9/11 In response to a PQ, the Minister for Social Policy states that 5,000 new workbooks have been issued since January 1988, 305 of which to foreigners with a work permit.

1/12 The House of Representatives is presented with the Budget for 1989. The Minister of Finance outlines its two main objectives: The modification of labour distribution between the public and private sector; the carrying out of Government's programme of capital and current expenditure given the present financial constraints. An Lm8.3 million package to assist Malta Drydocks is also presented.

16/12 In response to a PQ, the Parliamentary Secretary for Industry states that MDC approved projects will generate around 4,000 new jobs.

20/12 Ms Carmen Sant suggests that first aid boxes and qualified nurses be present in each factory. The Minister for Social Policy added that medical centres could be set up in industrial estates to administer first aid, as well as to carry out checks at factories in connection with hygiene and possible industrial diseases.



*In the African continent, a massive international education and research project has been underway for some years seeking to enhance the understanding and abilities of workers at large in the nature and practice of worker participation. The long term objective is for such awareness and skill acquisition to have itself a democratizing influence on African societies. At the helm of the project is Dr Gerard Kester, lecturer in worker participation at the Institute of Social Studies, The Hague, The Netherlands. Dr. Kester is a well known personality in Malta because of his many research and consultancy visits here.*

*The article which follows was prepared by Dr. Kester expressly for Perspettivi:*

## **EDUCATION AND RESEARCH IN SUPPORT OF AFRICAN WORKER DEMOCRACY**

**Gerard Kester**

### One Million Elected Workers

In the long run, the importance of the development of participatory structures through non-governmental organizations, particularly trade unions, can hardly be overestimated. In Africa, political democracy exists either in one party states or is non-existent under military regimes or "non-party states" which make up roughly half of all African countries.

Despite the great limitations on democracy at national level, an estimated one million Africans are elected by their fellow workers as worker or trade union representatives. Education and training of elected representatives could increase their democratic capacity and thereby contribute to democratic processes at large.

Even though participation became the major institutional form of labour relations in Africa, workers' education and other trade union programmes could not adequately respond to this reality, and the trade union movement is now confronted with a "crisis of expectation"; there is mounting pressure from the side of the workers to make participation a more effective and more meaningful form of worker representation. But the trade union movement appeared not to be sufficiently equipped in terms of structure, knowledge and experience to play a role as a vigorous partner in this new process of economic and social development.

### The African Workers' Participation Development Programme

It is in the above mentioned context that a joint programme of cooperation between the Organization of African Trade Union Unity, the Federation of Dutch Trade Unions (FNV) and the Institute of Social Studies was launched in 1981; its operation started in 1982. The overall aim of the project was to strengthen trade unions in Africa in their efforts to respond to emerging structures of trade union and worker participation. The programme was to assist trade unions to play a vigorous role in the search for new forms of labour relations by studying and analyzing workers' participation. The

project was to assess possibilities, establish priorities and examine concrete mechanisms, as well as to assist trade unions to formulate and implement their own participation policies taking into account the interests of workers and society.

### Some Achievements

The programme was set up, in the first place, as an education project. Most education was conducted through National Programmes and follow-up programmes. The National Programmes were to launch workers education programmes in a particular country with the aim of integrating the subject of workers' participation in the regular education structure of the trade union federation. Three activities featured in the National Programmes:

- (a) a policy workshop for trade union leadership, often resulting in a trade union policy statement on participation
- (b) an instructors' course for trade union educators
- (c) a test seminar for worker or trade union representatives at enterprise level.

Through the National Programmes and the related International Workshops (during which the resource persons for the National Programmes were trained) three necessary conditions for follow-up were created:

- education materials to be used during seminars
- instructors able to conduct educational programmes on worker participation
- co-operation between university and trade unions so as to mobilize maximal support

National Programmes were conducted in nine countries (Mauritius, Togo, Zambia, Zimbabwe, Guinea-Conakry, Mali, Guinea-Bissau, Cape Verde and Senegal).

In a number of these countries, actual follow-up could take place, even though most of this would not have occurred without external material support. Eventually, several medium-term follow-up programmes were launched: In Guinea-Conakry (1987-90), 1-week seminars are being held for 2,200 worker representatives in all "prefectures" and major enterprises of the country. During the seminars a questionnaire survey is conducted. A similar medium-term project was started in Zimbabwe, and in three countries they take off this year: Tanzania, Mali and Cape Verde. Requests for such projects are presently under consideration for Guinea-Bissau, Egypt, Sudan and Zambia.

At the international level, a Pan-African Conference was held in Nairobi (trade union leaders of 22 countries participated). Five international workshops were held to prepare for national and international programmes. In all events together, trade union leaders and cadres of 30 countries took part - covering Anglophone, Francophone and Lusophone Africa (apart from the countries already mentioned above: Algeria, Angola, Benin, Botswana,

Burundi, Cameroon, Congo, Ghana, Madagascar, Malawi, Mauritania, Namibia, Niger, Nigeria, Somalia and Uganda). In total, some 3000 union leaders and officers and local or enterprise level trade union or worker representatives took part in training programmes.

### Plans for the future

The following main activities will feature in the second five-year project:



- (1) National Programmes
- (2) Medium term projects in particular countries, as follow-up of National Programmes
- (3) Creation of two regional support centres
- (4) Regional Cooperation and assistance
- (5) International Workshops
- (6) Pan-African Consultations
- (7) Publication of manuals and textbooks
- (8) Publicity
- (9) Liaison and cooperation with other projects
- (10) Evaluation

It is projected that from 1990 onwards at least eight medium-term programmes will be conducted. Thus, in the countries concerned, all levels of the trade union and worker participation structure will be affected by the programmes. In 5 years' time at least 16,000 trade union cadres and instructors would have attended a seminar and afterwards at least a similar number of worker representatives will be involved in study circles.

The longer term aim is to institutionalize permanent centres of support to trade union research and education in Africa - linked to the Ecole Nationale d'Administration (ENA) in Mali for the Francophone and Lusophone countries and to the Institute of Development Studies (IDS) in Tanzania for the Anglophone and Arabophone countries.

### Education

The education activities will be executed step by step:

- (a) Through education, solicit understanding of the notion and of different structures of worker participation as a means for articulating workers' demands in a development context. This is the conscientization step. For this phase the project so far has produced the necessary documents to a large extent: the workers' education manual, the posters, the instructors' guide. Further documents may include study circle material.
- (b) Through training, create competence for participation: technical training to enable worker representatives to participate effectively and meaningfully. Typical skills would imply: discussion techniques, information gathering, analysis of the economic situation of an enterprise (e.g. understanding a balance sheet, knowledge of relevant labour and social legislation, etc.)



(c) Create or reinforce permanent structures within the trade union organization which can extend support to the development of participation, in terms of education and training but also in terms of material, advisory and other assistance. In other words, the education and training activities outlined above should take root in a permanent structure within the trade union movement, nationally and internationally.

### Research

The research objectives are subordinate to the education objectives: research is conducted to strengthen education at enterprise, local and national level, and to provide an input into education policy and general trade union policy. Research is expected to provide a sound realistic basis to educational materials used during courses, seminars, workshops and programmes of self-study, so that trade unionists can play more effective roles in policy formulation and in the practice of worker representation. Also, the education and research objectives are intrinsically related; they seek to mobilize and professionalize the education and research capacity on workers' participation, trade unionism and labour relations within trade union organizations and universities and to institutionalize trade union-university cooperation.

Research will particularly attempt to analyze the functioning of existing forms of participative labour relations in the process of industrialization and the role of the trade union therein, in a comparative framework. The main components of research activities will be the following:

#### (i) Questionnaire-survey during seminars

The seminars for worker and trade union representatives constitute a unique opportunity to obtain systematic information on the position and situation of these representatives, their problems and above all, their needs and expectations. During the past few years a methodology has been developed to collect such information through questionnaires. The preliminary information obtained (in Guinea, Togo and Zimbabwe) has provided information that was not available so far but of enormous importance for the trade union movement. It was possible to get insight into priority labour problems, structure and functioning of the trade union in rural areas, expectations of trade union representatives with regard to trade union policy, trade union education, participation, etc.

Through the questionnaires, data is being obtained for a representative sample of trade union officers and worker representatives, on amongst other the following subjects:

- situation at work

- satisfaction with main dimensions of work, working conditions, economic conditions, social relations, etc.
- social, personal and cultural position of workers, including social milieu and mobility of trade union officers
- economic position of workers
- trade union situation, policy, action, ambition, motivation, etc.
- status of women, in general and in trade unions
- power structure and trade union action
- perception of the development of the country
- participation policy and practice.

It is expected that the questionnaire survey will be conducted in at least 8 countries in Africa, thus allowing for comparative analysis. Obviously, the same questionnaire will not be used in different countries. Much work has already been done to develop questionnaires that correspond to conditions and needs of a particular country, ensuring, however, maximum comparability.

### (ii) Case Studies

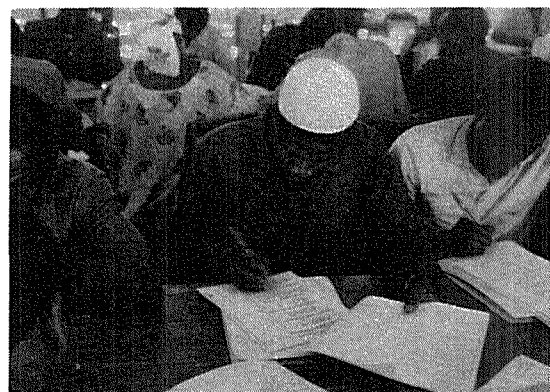
The questionnaire results cannot provide detailed information on the functioning of worker participation, and on the role of the trade union in the development of participation. For a good understanding of the problems involved in the functioning of participation it will be necessary to make a number of in-depth case studies. Three earlier case studies: Copperbelt, (Zambia), beer brewery (Togo) and furniture enterprise (Mali) have demonstrated the importance of case studies. Enough different cases will be included to analyze different types of enterprises at different levels. It is proposed to conduct each year one case study of trade union participation at national level (e.g. trade union participation in price and incomes policy, in economic planning, in vocational training, in employment policy, in rural development), and conduct several enterprise case studies, ensuring variation in size, type of ownership and branch of activity.

The research results will be used in different ways:

(a) The preliminary results of research in particular will be used in seminars conducted in those countries for the trade union leadership and trade union officers, thus allowing an immediate feed-back of research data.

(b) The research activity may also lead to policy advisory activities once an evaluation of the experience in a particular country is available.

(c) The publication of textbooks to be used for policy formulation and workers' education on participation, will gain much in value if based on systematic and quality research.





## Publications

There is a crying need for Africa based education texts. But also, well presented publications have a powerful follow-up effect, particularly for the main target groups of this project: trade union instructors, worker representatives and workers. Published guides, manuals, etc. also help the various categories of counterparts in performing the education and research activities, but also in other activities and in follow-up programmes in their country or region, when the present project period is over.

Several publications are already available in final published shape, or in an interim xerox reproduction. As the main target group of the programme is the worker and the trade union representatives at the place of work and at local level, priority was given to produce educational materials at this level. Two publications are already available: a Workers' Education Manual on Participation as well as sets of multicolour posters. Further publications of the African Workers' Participation Development programme will include (in brackets the probable years of publication): Instructors' Guide for workers' education on workers' participation (1990), Manual for trade union and participation research (1991), Study circle handbook on workers' participation, and study circle leaders' guide (1992), trade union workers' participation policies (1993), and an academic textbook on workers' participation (1994). The latter two publications will be based on the research results obtained.

## Democratized Knowledge

The target groups of the APDP programme include the main positions in the vertical structure of worker and trade union representation: From the rank and file workers and their immediate representatives at the level of the place of work and local administration, to instructors, trade union leaders at national and international, Pan African level. The education activities constitute an interlocking system across the vertical structure of representation, training the resource persons for the execution of education at all different levels, mainly through instructor courses and international workshops.

Specific educational texts are prepared to achieve the objectives of education of each target group. These educational texts are based on qualitative and quantitative research conducted at the same interlocking levels of trade union representation. The interlocking and comparative (across many African countries) character of research, allows feedback into education at all levels, including both issues of policy formulation and of policy implementation.

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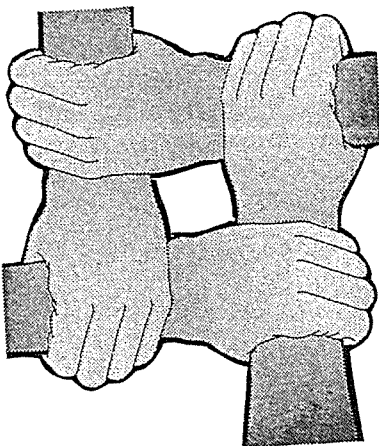
# MEMBER PARTICIPATION IN A WORKER COOPERATIVE

Simon Bonett

The Catering Cooperative is a worker coop established in December 1984 primarily in order to safeguard the employment of workers previously employed with Express Catering Co. Ltd. This company had been sustaining heavy and regular financial losses; so when red lights began flashing ominously in late 1984, the workers, with the help of their trade union (GWU) decided to form a workers' cooperative to run three ex- Wimpy outlets; two in Valletta and one in Sliema under the name McBurgers. Essentially the key factor in the formation of the Coop was the fact that the new members (originally twenty four in all) forfeited the right to receive their share of terminal benefits which would have been payable as compensation for the loss of employment. They received instead the assets of the three retail outlets mentioned above.

## Characteristics of Workers' Coops

Cooperative societies are pretty much the same as normal business undertakings, except that they are usually owned and operated by a group of persons, seeking to provide themselves with work and wages and other social objectives. Cooperatives are firms which are often moulded around a set of ideological beliefs and, indeed, the members of a cooperative may feel that the righteousness of the stated objectives of their organization will guarantee the success of their venture. Unfortunately, although cooperatives have in many instances shown that they could be overwhelmingly successful (as in Mondragon, Spain), in other circumstances they have shown that they are as prone to veer off the tracks and head for failure just like (or perhaps more than) any other type of firm. In fact their very characteristics often constitute limitations and hurdles which have to be overcome by the particular firm. For example worker cooperatives are faced with certain peculiar problems when they come to raise finance, both when raising the initial capital from members and also when seeking to raise finance from external sources.



Certain basic principles and characteristics can be attributed to worker cooperatives. As in other coops they are essentially enterprises in which the freehold ownership and control of the assets of the business are vested in the members collectively. The autonomy, one man-one vote principle is also rigorously upheld and any returns derived from the undertaking are usually distributed with respect to the labour input rather than the capital input. In fact capital receives a minimal return, if at all. Loans from outsiders or non-members are permitted (sometimes at the expense of having their independence jeopardized) but the sale of shares on the open market is not: Labour hires capital; capital does not hire labour.

### Local Coop Management

Locally cooperatives are regulated by the Cooperative Societies Act (1978). The Act stipulates that a society shall have a management committee consisting of not less than three and not more than nine members. This committee is elected each year by the members in a general meeting and each member has the right to contest the election. The Catering Coop has in fact a committee of management made up of five persons. These are the Chairman or General Manager, Secretary and three other members each representing one of the coop branches. This committee is effectively responsible for the day-to-day running of the business. An important difference between cooperatives and the normal type of business enterprise lies in the fact that the members of the management committee are in essence also members of the labour force. This should serve to substantially decrease, or even completely eliminate, the barriers which traditionally exist between the labour force and the enterprise management.

### Participation in Management and Policy Making

Ideally a worker coop is based on worker participation and control - the management of the society is vested in the members themselves. For obvious reasons it is not possible to convene all the members of the society at frequent intervals to take charge of the daily running of the business. Hence the task is entrusted to a democratically elected committee, as reported above.

Nonetheless the potential contribution to the society of those members not on the Committee of Management should not be set aside and forgotten. Theoretically they should remain involved in the running of the coop's affairs, with the aim of enhancing overall results and performance. After all, all the members have a personal pecuniary stake in the enterprise which should induce them to take a far more active interest than would employees of a traditional enterprise. In theory, therefore, if the coop is to function true to cooperative norms and conditions, it would capitalise on the benefits which could be derived owing to the fact that it is set up as a workers' coop - the members having fostered a sense of responsibility towards their fellow cooperators, to themselves and to the coop as an entity in itself. As in other instances, however, theory and practice are miles apart.

A questionnaire was conducted by means of personal interviews with fifteen of the coop's nineteen members for the purpose of this study. Results indicate that 80% of respondents shun any opportunity to participate in the daily running of their business.

In view of the fact that the absolute majority of the members confirmed that management is easily approachable, such member disinterest in the running of their coop may partly be explained by the fact that members take home a better than average wage. They may thus be content with the manner in which their coop is managed and therefore argue that the present situation does not warrant any intervention from their part. During the course of the interviews, the impression given was that members would also hesitate to voice their opinion on matters relating to management as they feel

incompetent in such areas. In fact most respondents felt that it is the exclusive task of the Management Committee to run the business.

Such a fear of participation by members is unfortunately also carried through into the Annual General Meeting. In sharp contrast with other local cooperatives, most of the members do attend the Catering Coop's yearly event. However, very few have ever contributed in some substantial manner during the proceedings and discussions.



Each of the three outlets of the Coop has a representative on the Management Committee. This, one could argue, might partly affect this lack of direct participation as the opinions or ideas of individual members might be submitted through their representatives and thus indirectly expressed.

However, according to the members on the Committee, this does not happen in practice. Members are quick to put forward their individual complaints but they remain hesitant to make suggestions which might serve the collective benefit of all members. As is often evident also in cooperatives abroad, members give priority to their own interests first and foremost, placing them far ahead of those of the coop, though this is, in essence, their own.

It would indeed appear that members exhibit the same characteristics of normal employees, as is evidenced by the fact that almost all respondents are of the opinion that there is a scope of being enrolled as members of a trade union, even though they are members/owners of a coop. It appears that the members consider themselves primarily as employees, possibly due to the fact that although wages were raised and lower grades eliminated when the coop was established, most continued to do the same type of work as before.

The foregoing seems to indicate that the financial performance of the coop cannot be correlated to the added advantages of its constitution. Furthermore the onus of providing sound management and directional plans is left to a handful of members, some of whom could not hitherto claim to have much experience in this field.

The Management of the coop has lately made concrete attempts to narrow the gap and encourage greater participation such as by publishing a monthly newsletter updating all and sundry on the goings-on within the coop. Such is the attitude of these members compatible to that of normal employees that

the newsletter features also a 'league' between branches, indicating which branch is the major culprit in incurring the highest bills for water, electricity, repairs and maintenance. Convincing the members to be as cost-effective and cost conscious as possible has been a permanent management headache.

### Constraints

Another principal task of the management committee has been to maintain the coop as an efficient and competitive business undertaking. Although cooperatives have a strong social purpose they are also subject to the same problems faced by any type of firm. Competition from other firms, for example, is an important consideration for the management of the coop.

The fact that an organization is based on cooperative principles does not imply that the role and function of management will be any different from those of other enterprises. However, although cooperative principles are seldom taken into account by management in its daily work, policy decisions inevitably reflect the coop's underlying aims. A case in point illustrates the influence of the principle of worker cooperatives being financed solely by its members as far as equity capital is concerned. According to the statute of the coop, management is empowered to withhold the redemption of the shares to members resigning from the Coop before the lapse of five years from the date of its registration. However, four members who did so resign still received in full their share of capital previously invested. This reasoning was based on the principle that the coop should be financed by its present members solely.



One of the major headaches of the management has been the plan to refurbish the premises. Apart from the fact the revenue would be lost resulting from the closure of the establishments, the problems of finance have been an inevitable deterrent in this respect.

The problem of finance constitutes the main preoccupation of most cooperatives. In the case of this coop, the nature of the circumstances in which it was established ensured that it started off operations backed by the necessary amount of internally raised funds to strengthen its capital

base. It is unlikely however that the same members would have been willing to pay similar amounts to join another worker coop under similar circumstances. This, indeed transpired from the administered questionnaire. The possibility of raising fresh capital from among the members is also ruled out. Shares of cooperative societies are often linked to a number of undesirable characteristics, none more so than the complete absence of a chance to make a capital gain and the limited amount of interest paid thereon.

Members in fact seemed to be aware of these disadvantages and the majority of respondents stated their unwillingness to purchase more shares because these cannot be freely transferred and sold at above par value. The presumption that there is also a little capitalist underneath the blue overalls of the working man is applicable also to the members of the coop.

### Conclusion

The Catering Cooperative Ltd has just started its sixth year of operations. It has certainly been successful in so far as its objective to provide employment to its employees is concerned (a primary objective of worker coops). The degree of member participation, however, begs for improvement.

Some might call for more education in cooperative matters to be directed at the general membership. However, a greater delegation of responsibility together with a finance policy which reflects the market value of capital are perhaps more likely to do the trick.

*The artwork accompanying this article is the work of Winston Attard. It is reproduced from the text Koperattivi, written in 1985 by Saviour Rizzo and published by the WPDC in collaboration with the Cooperatives' Board.*

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## More WPDC publications...

RIZZO,S.(1985) Koperattivi - A manual for potential worker cooperative members produced in collaboration with the Central Cooperatives' Board. Discusses the advantages of cooperation, the cooperative track record in Malta and elsewhere and proposes basic tips for the setting up of cooperative units, using a flowing and readable Maltese.

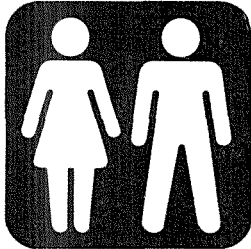
BALDACCHINO,G.(1984) Il-Partecipazzjoni fit-Tarzna: Kif jahsibha l-Haddiem - Popular version of the research results obtained after a random stratified sample survey of Drydocks worker perceptions carried out by the WPDC in 1982. Contains a full statistical appendix of the administered questionnaire.

KESTER,G.(1985) Workers' Representatives versus Workers' Representatives - Based on intensive interviews and fieldwork carried out at Malta Drydocks. reports on the relationship and interaction of the trade union stewards, workers' committee members, management and Council members within the enterprise's unique participatory system.

PERSPETTIVI - Offset Newsletter of the WPDC since 1986. Back numbers available: No.1 (September 1986); No.4 (January 1989) and No.5 (December 1989). Other numbers may be perused at the WPDC Office.

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## DEVELOPMENTS ELSEWHERE



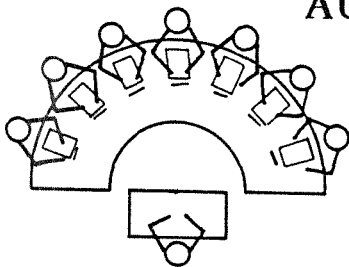
### **USA: Participation Takes Firmer Root**

One significant repercussion of economic and technological changes have been on the attitudes of both employers and unions towards various forms of union-management cooperation at the workplace. In an effort to meet growing competition by reducing costs or improving product quality, many companies have taken the lead in introducing employee involvement or worker participation plans at the shop floor level. Trade unions have increasingly come to play a part (in unionised companies) in these new plans; some, however, suspecting that they were ultimately designed to undermine members' loyalty to their unions, have steered clear of them. Where the plans do enjoy union support, they have played a part in the move towards less adversarial labour relations.

Given a better educated workforce which has the potential to make a greater contribution to company output, and given new technology that, to be fully effective, often requires greater input and responsibility on the part of workers, the forces behind this movement are powerful. More and more managers are aware that the old Tayloristic managerial concepts that sharply divided those who give orders (managers) from those who execute them (workers) are no longer useful in most of modern industry (and indeed services). As these new views penetrate more deeply into business schools and management journals, forms of employee participation involving greater responsibility in decision-making are likely to take firmer root in both unionised and non-unionised firms.

[Kassalow, E.H. (1988) Concession Bargaining in the United States  
International Labour Review, ILO, Vol. 127, No.5]

### **AUSTRALIA: Accounting for Union Officials**



Australian Trade Union shop stewards are taking part in crash courses on understanding company accounts, organised by the Australian Metalworkers and Shipwrights Union (AMWU) and the Footscray Institute of Technology. The result is that bridges are being built across the chasm between unionists and company accountants. An accounts-smart shop steward is no tame-cat, but managers may find that they can talk to the point with him rather than talk at cross-purposes in an atmosphere of union ignorance and suspicion.

Since 1979, The Footscray Institute organises day courses for AMWU stewards, teaching them research techniques and then having them use them on the accounts of their own company.

[AMWU Correspondence dated 28th May 1987]



## POLAND: A Cooperative Middleman

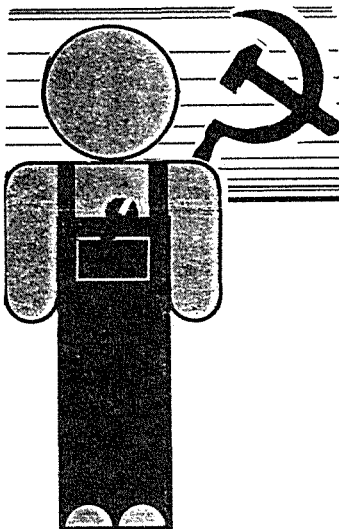
UNICUM, set up in 1984, is a Polish cooperative which acts as a middleman between state sector enterprises.

Working on an average 4 per cent commission, UNICUM finds customers for end products and looks for raw materials and equipment that companies might need. In this manner, the cooperative seeks to match the supply and demand of specific goods and services.

Beyond centrally-planned economies, such a function is an integral process of enterprise management and involves the use of marketing, advertising and effective communication within the context of a free, open market. In state socialist systems, it is the state administration and planning divisions which normally undertake this middleman role. In Poland, many companies were left adrift with little experience of procurement, public relations or market research when economic reforms ushering in a dismantling of bureaucratic centralism were implemented in the 1980s.

UNICUM was launched by ten ex-convicts. The idea to set up the cooperative in fact originated while they were serving their prison sentences. Few of them had any experience of commerce. The demand for a middleman was however there: The company has now grown to a complement of 40 members, a majority shareholding in five new joint stock companies and a turnover in 1987 equivalent to US\$11.6 million.

[Financial Times (UK) 17th November, 1987]



## SOVIET UNION: First Employee Stock Ownership Plans

1350 workers in two Soviet plants, under the leadership of Valery Rutgaizer, an economist with an influential research organization, have used an ESOP-like structure to buy their plants.

Their "ESOP" was developed by the Industrial Cooperative Association. The Soviet Union, along with many other communist countries, has no trust laws or private joint stock company statutes. The ICA structure builds a stock ownership trust mechanism into the company's by-laws. Plant workers will elect their directors on a one person/one vote basis.

The new "opposition" bloc in the Soviet Parliament has made worker ownership a key part of its reform proposal. There are already thousands of small worker cooperatives in USSR.

[Employee Ownership Report, Vol.9 No.4 August 1989]



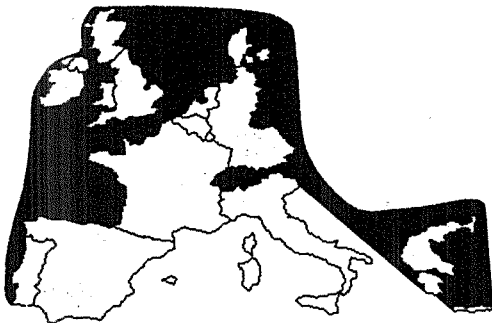
## EUROPE: Multinational Level Bargaining

Up to early 1989, three European multinational companies have concluded regional agreements with trade union bodies in order to settle workers' rights. These historic achievements conform to the stated objective of the European trade union movement to move hand in hand with the internationalization of European capital:

- Two protocol agreements were reached between Thomson Grand Public. (a French industrial group producing household electrical appliances) and the European Metalworkers' Federation setting up a joint liaison committee and a joint branch commission. The joint liaison committee is informed, prior to implementation, of major structural, industrial and trading modifications and changes in the company's economic and legal organization. It is also informed of the economic, industrial, trading and research activities of the company as well as of measures taken and planned for adapting the organization and workforce to technological change. Worker representatives may express opinions in the light of the information supplied.

The EMF has undertaken to respect the confidential or secret nature of any company documents, as the case may be, with respect to third parties.

The joint branch commission is responsible for the setting up and running of ad hoc committees, organised to consider any problem which may modify the industrial and commercial position at European level. This makes it the first ever European Workers Council.



- The French dairy multinational BSN - Gervais Danone employing some 40,000 workers all over Europe, signed an agreement with the European Committee of Food, Catering and Allied Workers' Unions (ECF) and with the International Union of Food, Catering and Allied Workers' Union (IUF) to set up a European consultation body. The body meets yearly, but provision exists for working party sessions to be held as often as required.

- The French group of companies BULL and the French representative trade union organizations in the metal working sectors have agreed to set up a Bull European Information Committee bringing together 23 union stewards from the company's different plants in 12 European countries. The information supplied at committee meetings relates to trading, economic, financial and social matters in respect of the whole group.

The common French factor of these agreements is not co-incidental. Facilitating legislation in 1982 (the so-called Auroux Acts) includes provision for regional employer-employee committees, covering an entire group of companies.

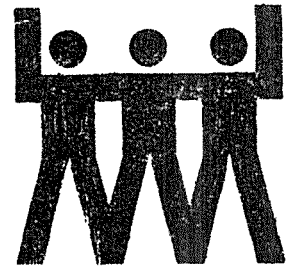
[ Workers' Rights in European Enterprises , Info 26, European Trade Union Institute].

## EUROPE: Community Charter of Social Rights

# ETUC

The following rights have been proposed by the European Trade Union Confederation (ETUC) for inclusion in the Charter of Social Rights of the European Community:

- \* Industrial democracy in European undertakings irrespective of their legal status. This includes rights to information, consultation, participation, collective action as well as setting up cross-frontier representation for European multinational companies.
- \* Social protection (Covering unemployment, sickness, maternity leave, accidents, disablement and retirement) for all European workers, irrespective of size of firm or type of employment. This includes rights to employment conditions guaranteed by legislation and/or collective agreements and to a guarantee against the social consequences of structural change (unemployment, redeployment, training needs) connected with the creation of the European single internal market.
- \* A Community framework for European industrial relations and for any resulting agreements.
- \* Health protection and safety at the workplace in connection with the free movement of goods and machines.
- \* Further training (mutual recognition of qualifications, creation of European educational leave).
- \* Appeal to the European Court of Justice.



[ Trade Union Information Bulletin (EEC), No.1/89, p.7.]

## INDIA: Self-Employed Women turn Video Producers



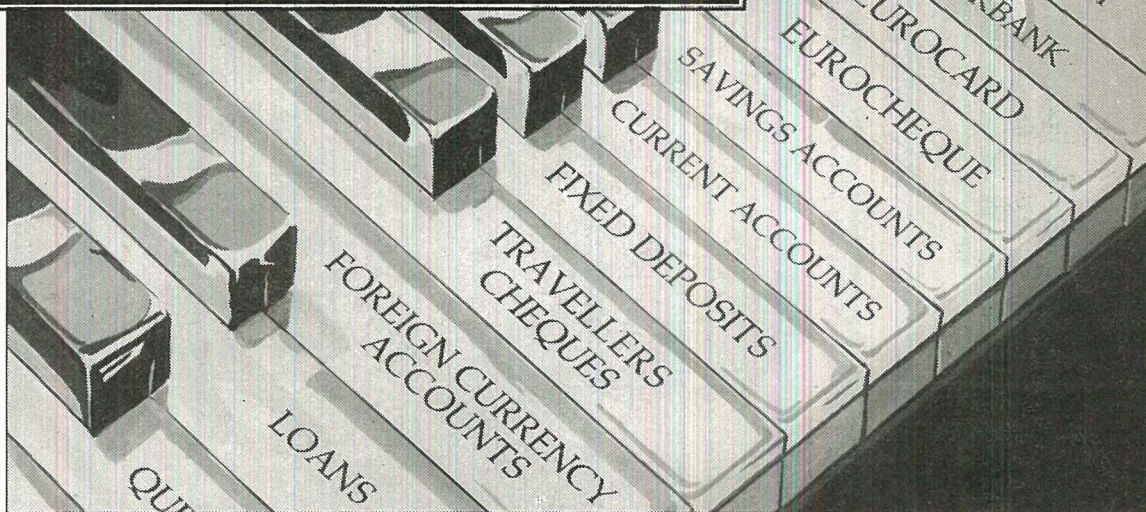
Video has become an integral part of the activities of the Self-Employed Women's Association (SEWA), active in Ahmedabad, North-west India. Video was new to everyone at SEWA. Most of the women involved were illiterate and did not even have electricity in their homes. Effective use of the medium developed through experience. Literacy training in video vocabulary was organised to master words like 'eject', 'rewind' and western numerals.

The women used tapes to motivate, mobilize and strengthen the existing membership, to organise new groups and new members of existing groups. Their programmes are used for teaching, informing and orienting SEWA staff on diverse subjects: how to build smokeless stoves, organise first aid networks, utilise SEWA's savings and credit services productively.

Unlike commercial productions, there is no separation between producer and viewer. SEWA has discovered the potential of the medium by showing their tapes to many different groups of women and listening to their responses. It is this lateral communication, rather than more conventional top-down development efforts that provides such projects with invaluable ripple effects. When used in the proper manner, video is an excellent transmission system for getting practical ideas and solutions from place to place and to inspire constructive local action.

[Sara Stuart, 'From Produce..to Producer', Development Forum, December 1989, p.13].

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